

INFLUENCE OF JOB RELATED NEED DEFICIENCY
AND JOB-STRESSORS ON ADJUSTMENT : A
STUDY OF POLICE PERSONNEL ACROSS
VARIOUS HIERARCHICAL LEVELS

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The present piece of research work was aimed to study the “Influence of job related need deficiency and job stressors on adjustment: A study of police personnel across various hierarchical levels”. In the present study adjustment is a dependent variable whereas job related need deficiency and job-stressors are independent variables. The present scenario of work culture has forced the management, higher authorities, and behavioural scientists especially, psychologists for adopting the philosophy of utilizing maximum human resources and making the employees gay and happy at work place for enhancing their psychological attachment and involvement with work and the organization, enhancing well-being and improving over-all productive efficiency.

Violence and aggression with increasing overtones of terrorism has become not only a national but an international concern in recent time. Not only social scientists but all right- minded people are perturbed at the direction in which humanity is going. What is more, even in normal transactions like presentation of demands by people, organizations and raising of issues relating to justice and rights there is increasing resort to pressure tactics and violence. The peacekeeping forces have therefore an increased onus of responsibilities since situations which demand their intervention are cropping up at every

moment. International, national, domestic and local issues are being conducted within a culture of violence. It is our day to day experience that not a single day passes when any newspaper, television news channels, news on radio at national and international level do not feature some news related to police. In the contemporary world, the process of modernization, urbanization, and industrialization have undoubtedly, imprinted strong bearing on the nature and pattern of criminal behaviour. The modus operandi of crimes are getting changed. The crime rate is hiking every year. The flow of population from rural to urban areas has loosened the interaction, tradition, customs, values of the society. The urban population being heterogeneous in nature tends to form incompatible groups on the basis of religion, caste, political affiliation. As a consequences of these, there is a chance of group conflicts which may often develop into law and order problems. Violent crimes and violence in traditional crimes have noticeably increased in our country. These types of crimes include murder, riots, abduction, kidnapping, crime against women etc.

Allan and associates (1967) pointed out that the major duties of police force would include; protection of life and property, preservation of peace, prevention of crime, detection and arrest of violators of law, enforcement of law and ordinances, and safeguarding the rights of

individuals. Along with these, there are many more auxiliary functions which are equally important either in themselves or indirectly in discharging the primary functions as above, such as security of VIPs, security of celebrities, responsibilities in maintaining law and order during religious professions, they provide emergency services to citizens in distress, they have to regulate traffic. Not only this, police is required to render service of verification of men and materials. They also provide the initial input into the criminal justice system.

1860 to 1979 is a far cry. Human society all over the world has changed beyond expectation and recognition. Scientific development and technological inventions have brought about tremendous change in all sphere of life. The social norms and values have changed, the difference being reflected in the observations of the Indian Police Commission (1860) and the National Police Commission (1979), but the police in independent India is still governed and regulated by the Police Act of 1861. On the other hand, in this modern world of work there has been a debate and cry humanizing the workplace by adopting different strategies alongwith the quality of work life that emerged as an umbrella concept encompassing all those aspects that contribute to the individuals' physical as well as behavioural well-being through effective adjustment. Hence, the present endeavour was undertaken to identify the effect of

various need deficiencies and job-stressors on police personnel's adjustment.

The entire work is presented in six different chapters. Chapter-I deals with the historical background, meanings, and concepts pertaining to adjustment (dependent variable); need deficiency and job stressors (independent variables). The problem of adjustment has become so important aspect in our complex and civilized society that not only psychologists but other social scientists have turned their deep concern and interest in understanding the very concept. The present century is marked by stress, strain, anxiety and instability. Today we are facing a complex world which taxes our adjustive capacities and we are feeling difficulty in achieving a sense of harmony with the environment. The present time is characterized by psychological disorder and disturbed inter-personal relationship. Kaplan (1959) observes "mental disorders are today the number one public health problem of the nation. They affect more people and more families than any other single disorder, and evidence indicates that maladjusted individuals are being produced at a faster rate than facilities to take care of them can be provided. The concept of adjustment was biological and originally it was termed adaptation. Darwin (1859) in "The Origin of Species" clearly pointed out that only the organism which are most fitted to adapt to the hazards of

the physical world and survive and this was called as “survival of the fittest”. The type of adjustment with which biologists were concerned was nothing but physical adaptation. The term adaptation has been replaced by ‘adjustment’ which now stands for psychological survival in which the social scientists are interested. There is difference between adaptation and adjustment. The process of adjustment is more complex than adaptation. The another difference is adaptive behaviour and adjustive behaviour. The another concept which is used synonymously to adjustment is conformity. Conformity is only one kind of adjustment, one kind of interaction. Again another term taken synonymous to adjustment is normality. The term *normal* means conformity to a particular norm or standard which is generally a statistical average and which is not concerned with value judgment. The psychologists have different opinion about the concept of adjustment. The mental hygienists, the clinical psychologists, the counselors, the personality psychologists have defined the concept in different manner. But most of the psychologists agree, to the extent, and that is, defining adjustment in terms of achieving a balance between internal demands and the requirements of environment, or between internal psychological forces and external conditions. Hence, for all practical purposes adjustment is taken to be a process and not as a condition (Symonds, 1946; Madiagan, 1962; Coleman, 1960; Lazarus,

1961; Schneiders, 1965; Kaplan, 1965; Gordon, 1963; Rammers and Gage, 1955). Now the basic question is that who are adjusted and are maladjusted individuals. It is not easy to give accurate answer because the psychologists fail to provide scientific and objective criterion of healthy and unhealthy adjustment. The process of adjustment cannot occur in isolation but it is the outcome of the life events and the individuals' capacity to tolerate stress, associated with these events. When an individual perceives himself to be deprived of important need, it is likely that his threshold for coping with stress becomes lower, while if he perceives that he is getting his just dues he may not be as vulnerable to stress. Perception of need deficiency creates a particular type of framework, which may detach from coping skills and consequently to maladjustment. People have always been interested in the phenomenon because need deficiency gives rise to human behaviour directly/indirectly in the given context. In the world of work, human behaviour has always been considered in the sense of productive, outcome, efficiency or performance. Human efficiency at work is one of the most important and key element of all resources for discharging responsibilities with whom job incumbents are entrusted with. It is empirically evident that performance is proportionally related to motivation. It means high motivation leads to high performance and low

motivation leads to low performance. Dubin (1970) refers to motivation is the complex of forces starting and keeping a person at work in an organization. Halloran (1978) in simple words contended that “motivation is an internal need satisfied by external expression”. On the other hand job motivation can also be referred to as the intensity of behaviour of employees in the work situation as they attempt to satisfy their particular need structure through the work they are doing. To understand need deficiency of human being various models such as ‘economic man model, ‘rational economic man model’, ‘social man model’, self-actualizing man’ complex man-model’ have been proposed. With regard to need deficiency, a number of theories have been profound which can be broadly classified as; content theories, and process theories. Hence, it is necessary to understand the various needs of the employees for better performance and adjustment. The second important independent variable which has been taken for investigation is of job related stressors. Job stressors are known by different names. With upsurge in aggressions and tendencies the stress and strain on the job have increased manifold for police personnel. On the other hand there is greater risk to their life and safety which on the other side there is increased pressure and monitoring superiors as well as accountability to many related facets of administrative machinery. The job is not at all easy and a marked

increased in on the job-stressors may be hypothesized with a fair degree of certainty, particularly in the areas where militancy is abounding. Stress is a key factor of life of an individual. The individual is confronted with an opportunity, constraint or demand to what he or she desires and for which the outcome is perceived to be both uncertain and important. (Schuler, 1980). Selye (1936), the world's premier stress researcher, described stress as the body's non-specific response to any demand place on it, whether pleasant or unpleasant. He was the first person who coined the term and used it in Life Sciences. The very term was become very popular in social sciences during 1960s. So, a wide variety of meanings have been given to the term stress. One of the most common notions is that stress represents some circumstances or situations external to an individual that make sudden or extraordinary demands upon him. Psychologically stress refers to the demand made on the organism to cope, to adjust, and to adopt whereas in a general way stress may be understood as hardship of physical; emotional or mental pressure or forces or systems of forces applied on body. Sometimes people feel stress free in one situation but they become stressful in another situation. Basically it depends upon the perception of the individual. How the individual perceives the situation and events (Standfest 1996). Limited amounts of stress can have positive results

whereas much stress always become detrimental effects on individuals physical and mental health (Singh & Srivastava, 1996). It is in fact true that mild or moderate level of stress is necessary for good performance and accomplishing tasks. Due to minute differences in the phenomenon of job stress, work stress, occupational stress and organizational stress, the experts use these terms interchangeably. Here job stressors have been used synonymous to the occupational stress. Job stress is the result of physical working conditions.

There are four prominent approaches to study job stress which typically focus the stressors of job life and consequently strains. The first is medical approach, second is psychological approach, third is clinical or counseling psychology approach and last one is organizational psychology approach. Mathur (1993) noted that job stress remains a neglected area of research and reported that some job related factors act as specific and focused stressors for the police. Since, none of the other researches were available pertaining to adjustment, so, it was planned to investigate, the same phenomenon of adjustment but with reference to some others independent variables namely, need deficiency and job stressors.

Chapter- II deals with the available survey of literature. It contains both theoretical and empirical works of experts working in these specific

aspect like adjustment, need deficiency and job stressors. Khan (1989) pointed out that the greater the anxiety the lesser the adjustment. Verma and Upodhaya (1983) showed that adjustment, anxiety and conflict were negatively correlated. Adjustment has been studied in relation to approval motives (Shamshad, 1996), cognitive differentiation, sex variance and urban- rural environment (Shamshad & Sulamian, 1994). Nezlek & Gable (2002) studied depression as a moderator of relationship between positive daily events and day-to-day psychological adjustment. Many other studies have been conducted on police personnel related to their adjustment such as Martin et.al. (2005), Zukerman and et.al. (2006), Shaathoff & Buckman (1990). A large number of studies have been conducted on the phenomenon of motivation in general. Many researchers have pointed out the significance of job hierarchy of motivation of employees. (Porter (1961, 1962; Porter & Lawler, 1968; hall & Naugain, 1968). Some others have also studied motivation of police personnel in various context, such as Hillman et. al (2004), Ilies & Judge (2005), Brown (2006). In the same way job stressors have been taken differently by different researchers. Finn (1997) pointed out that police work is widely considered to be among most stressful occupations. Colwell (1998) confirms this notion indicating that police work tends to impose a higher degree of stress. A substantial literature has discussed

stress relative to the inherent hazards of police work, (Dunham & Alpert, 1997; Friedell & Pate, 1997; Horn, 1990; Violanti & Aron, 1993). Roberts and Levison (2001), findings suggest, that police officers took their job stress home and it influence their interaction with their wives.

In the first chapter and second chapter, having given detailed description of various variables involved in present investigation alongwith related variables survey of literature, the significance and the objective of present investigation were also described. In the light of the survey of literature it has been found that there is non-availability of such type of studies, hence, there was no option left except to formulate null-hypotheses that have been comprehensively described with the general notion that need deficiency and job stressors nor their facets will influence adjustment as a whole and its four facets. In this way nineteen (19) null-hypotheses were formulated in all.

The Chapter-III describes the methodological and procedural aspects of the study. The study was conducted on the sample of police personnel consisting of police officers, (n=200) and junior police officers (NGO) (n=800). Thus, the total sample size consisted of one thousand (N=1000), taken randomly from various police station of Aligarh district (U.P.) and Firozpur district (Punjab). Keeping in view the nature of the present study adjustment scale, Mohsin-Shamshad (1987) adaptation of

Bell Adjustment Inventory, need deficiency scale developed by Porter (1965) and occupational stress index standardized by Srivastava & Singh (1981) were used for the purpose of data collection. These texts were administered on the various hierarchical levels of police personnel. In order to make the obtained data intelligible and interpretable, Stepwise Multiple Regression statistical treatment was given to the data for obtaining the results.

The Chapter-IV of the present research work presents results and their interpretation. On the basis of stepwise multiple regression analysis, the conclusion of findings advocate that adjustment is highly and significantly influenced by overall need deficiency, its various facets, and also by the job stressors and its various facets. The results have been presented also on separate page i.e. results at a glance (Table 5.1). There is an interesting point that two job stressors namely role overload (V_1) and intrinsic impoverishment (V_9) and one facet of need deficiency- esteem need (V_{16}) have failed to be significant either of total adjustment or its four dimensions.

The Chapter-V incorporates conclusion and various suggestions in the light of the observation and experiences held by the researcher during the course in carrying out this entire research investigation, which be carefully undertaken in such future endeavours. Police personnel are

under continuous and constant stress due to a number of reasons operating in the work. Their needs are not properly satisfied. Due to these reasons they face different type of adjustment problems. During data collection it was reported by police personnel and it had been found out from results that most of them were dissatisfied with their seniors. They need to be given sufficient time for their family affairs.

More research studies should be conducted on the topic like depression, anxiety and psychological morbidity. There is constant need for research in the organizational role stress, work stress, physical working conditions etc. It is suggested that for obtaining greater generality of the findings such studies must be conducted on a larger sample groups.

Since, the present investigation failed to give clear-cut comparative findings with regard to police personnel across the levels, so, it is suggested that same or related problems must be studied on comparatively on a large sample across all levels.

Biographical variables must be studied to see their impact on adjustment of police personnel as they are most likely to play an important role in determining the adjustment but very rarely studied, especially pertaining to police personnel.

Moreover, the quality of work life and quality of life in general of police personnel are also important to be studied as these people have larger number of dependents and these dependents have lesser chance to be looked after by their fathers as they are out of home most of the time to complete their official assignments. The female police personnel must be taken for research purpose. In each police station a counsellor/ psychologist must be appointed to deal with the psychological problems of police personnel. A tension, anxiety, stress free person is most likely to discharge his duties with all commitments that may be fruitful for himself and for his organization.

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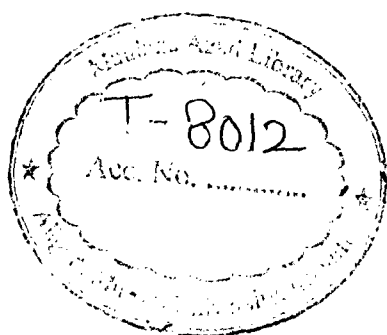
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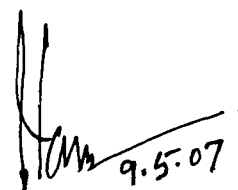
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Some of the work emanating from this research study has been sent for publication in the Indian Police Journal. The findings have also been presented at a seminar. This presentation evoked critical responses which contributing significantly in the completion of the research project.



9.5.07
(DR. SHAH ALAM)

CHAPTER - I

INTRODUCTION

Indian police is one of the largest organizations of the country, as even today stands as a decadent relic of the erstwhile British regime. The British in order to establish their control over the entire country placed police under the District Magistrate. Long before the Mutiny of 1857, Sir J.P. Grant called it an "abomination" contrary to all English principles". Subsequently Police Commission was appointed in 1856, but before it could submit its findings the great Mutiny took place and All- India Police Commission of 1856 took the mutiny as the only back-drop against which it considered the type of policing in India. The Indian Police System as organized by the Police Act of 1861 was specifically designed to make the police totally subordinate to the Government in the discharging its duties. From 1860 to 1979 is a far cry. Human society all over the world has changed beyond recognition. Scientific inventions and technological developments have brought about tremendous changes in the matter of crime, law and order, security, diplomacy and politics. The social norms and value have changed, the difference being reflected in the observations of the Indian Police Commission (1860) and the National Police Commission (1979) Mallick (1997). Since then, various commissions have been set up by the Government of India to fill up these gaps but the recommendations are still in files. Recently the Prime Minister of the country has announced the need for modifications in

Indian Police, but the police Act 1861 is still in operation. In present day India, tiger hunts have naturally been banned but the Raj lives on the system that was super-imposed by the British in 1861 has continued without any major transformations (Verma, 1998) and the police in independent India is still governed and regulated by the Police Act of 1861. The Indian Penal Code defining the nature of crime, the Evidence Act and the Code of Criminal Procedure that guided police actions are applicable to the whole of India (except J&K) and furthermore, have remained essentially unchanged from the British period. In other words Indian police is traditional one primarily, based on hierarchical bureaucracies, which are characterized as clear lines of authority, formalized communications, and centralized decision-making. The whole system is based on commands/orders by superiors and obedience by subordinates. There is little change in the role, functions and behaviour of the police after independence and old traditions and even the record keeping systems have remained intact (Verma, 1998). Accordingly, police behaviour has also not undergone any transformation despite the independence and establishment of a democratic society. Police misbehaves and terrorizes the citizens as if the Raj still continues (Anandan,1997). In- spite of all, now-a-days we are experiencing some changes taking place in police organization.

It is significant fact that not a single day passes when any newspaper, television news channels, news on radio at national and international scenario do not feature some news related to police. That is why the policing profession has been the subject of extensive research on various matter particular the elements of stress, need deficiencies and adjustment.

In the contemporary world, the processes of modernization, urbanization and industrialization have undoubtedly, imprinted a strong bearing on the nature and pattern of criminal behaviour. Day-by-day, the modus operandi of crimes is getting changed. In spite of great efforts, the rate of crime is increasing day by day. The general correlation between urbanization and growing crime rate may be attributed mainly due to two reasons. One is the difference in degree of social control and other is the difference in opportunity structure. The families and the communities no longer spend as much time in interaction with each other due to many reasons. The flow of population from rural to urban areas has loosened the interaction, tradition, customs, values etc. of the society. Hence, the urban population being heterogenous in nature tends to form incompatible groups on the basis of religion, caste, political affiliation etc. As a result there is a chance of group conflicts which may often develop into law and order problems. Not only this, the problems become more

and more as big floating population, large commercial and shopping centers, crowded transport system, places of entertainment, educational institutions are all very potential places for crime and violence. Violent crimes and violence in traditional crimes have noticeably increased in India. These types of crimes include murder, riots, attempts to commit murder, terrorist activities, abduction, kidnapping, crimes against women etc.

There is universal acceptance that the effectiveness of the law enforcement system in any country and in any society is a crucial factor not only in the control of criminal behaviour but also important for regulating the behaviour of normal population for economic and social development of the country. The role of the police in the present climate of rapid social change, of new forms of crime is very challenging and difficult, because police are required to perform a multitude of functions.

Allan and others (1976) pointed out the major duties of police force would include: protection of life and property, preservation of peace, prevention of crime, detection and arrest of violators of law, enforcement of law and ordinances, and safeguarding the rights of the individuals. Along with these, there are many more auxiliary functions which are equally important either in themselves or indirectly in discharging the primary functions as above, such as security of VIPs, security of various

celebrities, they discharge their duties during religious processions, they provide emergency services to citizens in distress, they have to regulate traffic. In the course of these wide-ranging and multifarious tasks they provide the initial input into the criminal justice system. Not only this in a number of matters police is required to render the service of verification of men and material, such as verification of individuals, government servants verifications, verification of vehicles, arms licences, liquor licences, candidates for election and miscellaneous verification etc. One of the important aspect related to police personnel is use of their discretionary judgment in maintaining order within a legal framework. The Indian law provides considerable discretion to the police in dealing with several kinds of problems. In particular, the police exhibit considerable discretion in handling communal clashes, in handling political agitations and demonstrations and in controlling crowds during VIP visits. Several tactics utilized by the police administrators in dealing with large mass of people in these situations have been developed that depend upon the discretionary powers of the police officers. The exercise of police discretion has been a subject matter of close scrutiny because for both police and public, this is the point of clash and misuse of their powers. Discretion is said to be influenced by the style of policing (Wilson, 1968), the operational environment (Skolnick & Bayley, 1986; Mastrofiole &

others, 1987), and is related to variety of community factors including the political culture (Repinsky, 1984; Langworthy and Taris, 1994: 150). The nature of criminal law, work environment, police culture and lack of specific guidelines from some of the underlying sources of discretionary powers of police officers (Davis, 1975; Goldstein, 1977; Lipsky, 1968; Walker and Katz, 2004). The police use *discretion powers* to determine the nature of complaint, to maintain law and order, settle dispute, to determine which laws to enforce and thus effectively act as policymakers (Davis, 1975). In making these decisions, police officers also determine who will be the subject of criminal justice process and so act as its 'gate-keepers' too (Albet & Dunkam, 1992). Most of research on police discretion has concentrated upon variables like age, race, gender, socioeconomic status and demeanor of the person (Alpert & Dunham, 1992; Smith & Visser, 1981; Klinger, 1994). This is the point where some of police officers misuse their powers and do some favour for bribe, extortion, mooching, chiseling, shopping, gifts, shakedown, perjury and little lies, police brutality and encounters and as a result they face public biases. Not only this, the police also experiences various types of needs, mental tension to cope with the above for better adjustment at workplace, family, society and even health. On the other hand the working hours and types of works of police personnel can not be defined. Due to above

workload officially and unofficially the police personnel perform their duty under pressure.

ADJUSTMENT:

By keeping in mind the above contentions the present investigator choose adjustment as one of the variables of study. In the present research endeavour adjustment has been taken as dependent variable. The problem of adjustment has become so vital in our complex and civilized society that not only psychologists but other social scientists have turned their deep concern and interest in understand the term. Now the problem is a matter of wide spread concern that thousand of articles are coming up. The complex structure and functioning of our society has proved to be too taxing for individuals adjustive capacities to meet the demands of the society. Various behavioural disorders are increasing day by day and now it is challenging work for psychologists and others social scientists. Kaplan (1959) observes: "mental disorders are today the number one public health problem of the nation. They affect more people and more families than any other single disorder, and evidence indicates that maladjusted individuals are being produced at a faster rate than facilities to take care of them can be provided".

The present time is regarded as the age of information technology where human beings behave like a machine demanding excessive work and speedy reaction. This would naturally pose a greater threat to the individuals' adjustive mechanisms and consequently his mental health. Our police department is far behind so far as modern technologies are concerned. Due to one or another reasons mental illness, drug addiction, alcoholism, suicides and other psychological problems become so common that the prevention of serious mal-adjustment is urgently required. The police personnel suffer from worries, irritability, disturbed interpersonal, intra-personal relationship, resentment towards higher authority, not required relation with juniors, ineffective dealing with public, worries over health and so on, which are indicative of lack of proper adjustment. Hence, mental illness is not confined to people admitted in hospitals, institutions; it also reaches into home, society and it can be found at the work place. Thus, it is a common concern for the behavioural scientists in general that the problem of adjustment is of immense importance for all of us and they feel that police personnel must be helped in developing good home, health, social, emotional and other types of adjustment. If there is wrong with any aspect of adjustment of the police personnel they can't perform their duties properly, effectively in spite of best efforts. So, early detection of maladjustment will help the

police personnel in achieving optimum level of performance and satisfaction. Through proper and effective counseling it is possible to make the individual for healthy adjustment. Lehner and Kube (1955) pointed out in 'the dynamics of personal adjustment; have well emphasized the adequate behaviour patterns in leading a happier life by mentioning, "we would not expect to cross the desert in a boat or the ocean in an automobile, but many of us fail to realize that it is just an unrealistic to expect inadequate behaviour patterns to carry us satisfactorily through journey of life.

There are few terms; adaptation, conformity and normalcy which are synonymously used with adjustment. It is necessary to understand these terms before going into detail the nature and types of adjustment.

ADAPTATION AND ADJUSTMENT:

The concept of adjustment was biological and originally it was termed adoption. Darwin (1859) in "The Origin of Species" clearly pointed out that only the organism which are most fitted to adapt to the hazards of the physical world could survive and this was called as "survival of the fittest", for example, the skin, the proportion of limbs, and the like are adapted to the mode of life of given races in a particular climate (Darwin, 1871).

The type of adjustment with which biologists were concerned was nothing but physical adaptation. The term adaptation has been replaced by 'adjustment' which now stands for psychological survival in which the social scientists are more interested i.e., the subject of their interest in individuals' adjustment to social or inter-personal pressure and not only adaptation to physical world. (Lazarus, 1961). The basic difference between adaptation and adjustment is that the process of adjustment is more complex than adaptation. So the complex process of adjustment can not be fitted into the simple concept of biological adaptation because of individual differences and complex environment in which he survives.

The second important difference between adjustment and adaptation is adjustive behaviour and adaptive behaviour. Adjustive behaviour has been differentiated from adaptive behaviour on the basis of 'tension- reduction'. Adaptive behaviour is basically concerned with the immediate reduction of tension, whereas adjustive behaviour is the result of long term satisfaction achieved. Kaplan (1965) gave a very remarkable remarks, "people may persist for years in adaptive behaviour which brings immediate rewards but does not contribute to long-term satisfaction. They have little tolerance for emotional stress and use any available means to secure relief. On the other hand, the adjusted person

is capable of delaying immediate relief of anxiety in favour of behaviour patterns which build towards more constructive and lasting rewards”.

CONFORMITY AND ADJUSTMENT:

The second concept which is used synonymously to adjustment is conformity. Some people believe that to adjust means to conform. But conformity is only one kind of adjustment, one kind of interaction; and the quality of adjustment it produces depends on circumstances. People, generally, take good adjustment to be passive conformity to the demands of environment. That means, a conformist is generally considered to be a well adjusted person. On the other hand the individual is considered to be mal-adjusted if he deviates from the immediate behaviour/norm even if his deviated action may bring some change in the society which may lead to its welfare. In this way conformity may be considered as one of the criteria of good adjustment. Conformity is only one form of adjustment not used as synonymous to adjustment whether the adjustment achieved by conforming behaviour is good or bad depends on the circumstances, conditions under which it takes place. This can be more clearly understood by the example cited by Lehner and Kube (1955) as a person conforms to the wishes of his parents in deciding about a particular job for him. But this conformity takes place as he thinks that the wishes of his parents correspond to his own wishes and abilities. Naturally, this

conformity to the wishes of his parents will lead to satisfaction. On the other hand, if he accepts the decision of his parents in selecting a particular job under compulsion, as he thinks that their desires do not correspond to his own desires and abilities, the conformity may bring dissatisfaction in him and may damage his self-esteem. This conformity takes place in both-good and bad circumstances, but in one case the quality of adjustment is good whereas in other condition it is bad. In the opinion of Torgerson & Adams (1954) "to a psychologist, adjustment implies not mere conformity but a harmonious relationship between the individual and his present environment. A person can achieve adjustment either by adapting his behaviour to the demands of a situation or by changing the situation to meet his personality needs".

NORMALITY AND ADJUSTMENT:

The third term which has taken synonymous to adjustment is normality. The term normal means conformity to a particular norm or standard which is generally a statistical average and which is not concerned with value judgment. Hence, any body who deviates from the established or set norm/norms is by the society, state, country is taken to be a sign of abnormality and ultimately a sign of maladjustment. This seems to be improper explanation because norms are not universal accepted. A person who is normal, as evaluated against statistical

criterion, may not always be well adjusted. If, it has been found that to quarrel with one's wife is a statically normal behaviour in a certain culture (Schneider's, 1965), quarrelsome behaviour should be considered as well adjusted behaviour. Hence, any behaviour which is normal statistically, can not be necessarily taken to be well adjusted behaviour; its social, moral and psychological aspects are also to be considered. However, if the norm is derived from the eriteria of adequate behaviour, and not only from what most of the people are, or do, normality can be taken as good adjustment.

NATURE OF ADJUSTMENT:

Adjustment is a term much used by psychologists and lay people. The lay man, however, tend to use the term improperly. They seem to assume that adjustment is desirable behaviour. Actually it is general term that connotes either good or successful adjustment, or poor adjustment i.e. termed as maladjustment. The term adjustment has been described in many ways by different psychologists, biologists, mental hygienists and other behavioural scientists in many ways. As already explained, biologists take adjustment in terms of adaptation to the physical world. Some explain adjustment in terms of conformity to the environmental demands, some say that a normal or statically average man is an adjusted man. So, no two behavioural scientists are agree upon a

common definition of adjustment. Generally it has been argued that the concept of adjustment is a mere fiction, as people have always failed in giving a standard definition of adjustment, partly because of its many meanings, and partly because the criteria against which adjustment could be evaluated are not well defined; further, the boundaries between adjustment and maladjustment are never water-tight.

In very simple term adjustment refers the extent to which an object fits the purpose for which it is intended. We attempt to adjust situation and condition in our environment in such ways that our daily programme of activities run smoothly. Now we try to understand the meaning of adjustment from different point of view as proposed by different social scientists.

The mental hygienists take a more personal view of the adjustment process and consider it to be the need for a persons adjusting to himself, understanding his strength and limitations, facing reality and achieving a harmony within himself (Kaplan, 1965). They put emphasis on the achievement of self acceptance, freedom from internal conflicts, self-realization and developing unifying set of values which make life purposeful and meaningful.

Social aspect of adjustment requires that the individual should achieve a reasonable compromise between his drive for self-realization

and the demand of the society in which he lives. He should establish a satisfying contact with the other members of his group. His outlook on life should be socially oriented.

Clinical psychologists consider an organized behaviour to be adjusted behaviour and, therefore, freedom from fears, phobias, anxiety, obsessions, hostilities, complexes, stress and other pathological symptoms, are the criteria against which adjustment can be evaluated.

The counselors, while dealing with a maladjusted individual, try to bridge the gap between the real-self and the ideal-self of the client. It means that maladjustment is taken to be a state of cleavage between the real-self and the ideal-self. Actually the client is made to understand his real self, so that he may adjust himself effectively.

Personality psychologists define adjustment on the basis of self-concept self-picture of the individual which should be in accord with reality. "Adjustment is the process of meeting life's problems and is personality and the self-concept aspect of personality in action" (Glanz & Walston, 1958). We may define the self-concept as the total psychological view that the individual has of himself in relation to the environment, or it is an organization of self meaning or ways of seeking self (Combs and Snygg, 1956).

Some psychologists have taken adjustment from quite a different angle and defined it in terms of intergration of separate responses or acts, 'large unit of behaviour in which separate acts or responses are joined or integrated are called adjustment". (Asher, Tiffin & Knight, 1953).

It is evident from the above discussion that the process of adjustment is multi dimensional and this is the reasons to disagreement among different behaviour scientists. But most of the psychologists agree, to the extent, and that is, defining adjustment in terms of achieving a balance between internal demands and the requirements of the environment, or between internal psychological forces and external conditions.

We are constantly attempting to adjust or fit environmental elements to meet our needs and interests. At the same time we are engaged in the process of adjusting ourselves-our attitude and behaviour to meet satisfactorily the demands made upon us by our personal problems and our social relationships. Both processes viz, adjustment of environment and adjustment to self constitute the bases of personality development. From birth onward the individual is concerned consciously or unconsciously with making whatever positive changes are needed, within and outside himself, that will provide for him personality satisfaction and socially acceptable patterns of behaviour. The extent to

which an individual is able to achieve successful life adjustment depends on two things, i.e. (a) the environmental stimuli to which he is successively exposed during his life span, especially during his childhood and adolescent years, and (b) his inherited and acquired power to make whatever changes within himself that shall serve as the bases of constructive thinking, feeling and doing. On the other hand poor environmental conditions and deficient potentiality are more than likely to encourage the development of maladjustments and that can be harmful both to the individual himself and to those other persons whose lives are affected by his demonstrated attitudes and behaviour. For all practical purposes, however, adjustment is taken to be a process and not as a condition (Symonds, 1946; Madiagan, 1962; Coleman, 1960; Lazarus, 1961; Schneiders, 1965; Kaplan, 1965; Gordon, 1963; Rammers and Gage, 1955). Coleman (1960) pointed out, "the process by which an organism attempts to meet the demands placed upon it by its own nature and by its environment. This aspect of adjustment has been also emphasized by Schneiders (1965) as he says that" we can define it most simply as a process involving both mental and behavioural responses, by which an individual strives to cope with inner needs, tensions, frustrations and conflicts and to bring harmony between these inner demands and those imposed upon him by the world in which he lives". While

considering adjustment as a process, we are interested in the ways the individual modifies or inhibits his internal impulses or alters the environmental demands to eliminate the conflicts (Lazarus, 1961).

During the process of adjustment, an individual is confronted with two factors i.e. environmental demands, and needs and motives to be satisfied. There is always a conflict between these two forces which call forth adjustive process. And that behaviour has been considered adjustive behaviour which makes a compromise between these two forces and helps the individual achieving harmonious, stable and satisfying relationship with his environment. Madigan (1962) says "if the conflicts are solved to satisfy the individuals' needs within the tenets approved by the society, the individual is considered adjusted". Besides, adjustment also requires a harmonious inter-relationship within the individual of his various behavioural tendencies. The function of adjustment is to bring about a stable equilibrium among the various components of external and internal situations.

Thus there are two points of view concerning the process of human adjustment. According to one point of view, an individual is personally responsible for his attitudes and behaviours in all areas of his life relationships. Emphasis is placed on the individuals' ability to chart his course of action; he is, "master of his fate". Proponents of other school of

thought claim that an individual's beliefs, attitudes, and general pattern of adjustment at any time are determined to a great extent by the effects on his developing personality of his previous experiences and his present environmental influences. An individual's degree of successful life adjustment probably is closely related to past experiences, environmental influences, and personal strengths. An individual possesses the power to select, and to, apply to himself the environmental elements and the experiences that may seem to him to be best suited to satisfactory adjustment. At the same time, however, the operation in a person's life of scientifically evolved principles of cause and effect can't be disregarded. Smith (1961) suggested that good adjustment leads to general satisfaction of the whole person rather than the satisfaction of an intense drive at the expense of others. Besides this, a well adjusted person always considers his long interest and not simply the satisfaction of one intense drive. This type of adjustment is both realistic and satisfying.

At this point of discussion it seems relevant to evaluate maladaptive reactions in its form. The persons who have developed unhealthy reaction patterns find it difficult to adjust effectively either with the internal or external demands. Their behaviour becomes disturbing to themselves and to the society as well as to the organization in which they work. The neurotics, psychotics, and psychopaths, however, all have attempted at

making an adjustment with the internal and external demands, but they have not considered their unhealthy impact on their personality and society. It is also noticed that abnormals have their own adjustment patterns and have developed some symptoms which help them in avoiding more dangerous and anxiety provoking situations. In simple term their adjustive behaviour patterns are not smooth, constructive and reality oriented, rather they are referred to maladjustive reactions. Maladjustive reactions may appear whenever the individual finds the situation beyond his control and existing mobilizing capacity. He may be threatened by his incompetence in handling the situation in effectively arising out of biological, socio-cultural and psychological stress. Sometimes the individual may adjust under sever stress. Policing is such a job which puts such demands on its personnel which leads to stress. There may be a lot of reasons which will be discussed in forth coming chapter, but it is a reality that policing is a such job which demands to work under stress. The police personnel develop habit to work under such situation and such types of adjustment are referred to as negative adjustment as they are not smooth and easy going.

The above description to the adjustment can be summarized as: (i) adjustment is a process, (b) by this process the individual tries to bring harmonious, stable and satisfying relationship with his environment, (c)

by this process the individual tries to his needs and desires in accordance with environmental demands on the one hand, and satisfy his abilities and limitations on the other, (d) a good adjustment always aims at long-terms satisfaction instead of satisfying an immediate intense need.

But the basic question is that who are well adjusted and who are poorly adjusted individual? It is not easy to demarcate between these two because the psychologists fail to provide scientific and objective criteria of healthy and un-healthy adjustments. Due to individual differences, it is also difficult to fix a criterion as an individual may be called adjusted at one time, but he may be maladjusted at another time in the same social situation and condition. He may be adjusted to one aspect of life and not to another. There may be various reasons and factors which influence the adjustment of the individual. Criteria against which adjustment is evaluated either as good or bad based on its value systems. And this value system naturally differs from one culture to another. Some of the indices of good adjustment at present might become a sign of maladjustment in future. Hence, to the lay person, adjustment often represents a relatively vague belief that to achieve a desired condition/situation will result in successful adjustment. The trained person recognized the fact that human beings of all ages constantly are in the

process of adjusting to this or that condition/situation to interpersonal relationships. They recognize also that the form of the adjustment may or may not be conducive to the attainment of personal success or of social welfare. An individual's adjustment is adequate, wholesome, or healthful to the extent that he has established a harmonious relationship between himself and the conditions/situations, and persons who comprise his physical and social environment. An individual who is unable to surmount obstacles in his path to achieve or who is rejected by the members of his group may become inadequately adjusted. Complete rejection or repeated failure to achieve is likely to be conducive maladjustment.

Hence, an individual's pattern of behaviour and attitudes generally represents his adjustment status. However, one or another characteristic attitude or form of behaviour may constitute a significant factor of adjustment. Satisfactory adjustment includes personal and social value standards. Among the criteria that encompass the important components of adjusted behaviour are the possession of (i) a wholesome outlook on life, (ii) realistic perception of life, (iii) emotional and social maturity, and (iv) a good balance between inner and outer forces that activate human behaviour.

Adjustment is an active process that occurs as the individual in his family situation, advances educationally, pursues vocational outlets, and

engages in social relationships. His adjustment is helped as he acquires new experiences, accepts ideas and behaviour with which he may not agree, conforms to this ways of the members of the group or to the society, and strives to attain self-realization. There are four broader areas of adjustment viz; family adjustment, educational adjustment, occupational adjustment, and social and community adjustment.

The family is the basic unit of society. It is generally agreed that as the home is so will be the larger social group. The intimate relations that are inherent in home and family life may build up either closely knit loyalties or disrupting discords and that carries whole life. Educational institutions play vital role in the process of adjustment through healthy education. A well balanced, forward-looking educational program is essential to the development of individual and group adjustment to personal and social demands. Job adjustment is dependent upon job conditions, employee attitudes, and degree of efficiency healthy working conditions, intelligent and understanding supervision, pleasant employee relationships and adequate financial support are helpful good adjustment. Social and community adjustment is another area where participation in organized or informal group activity is a test of an individual's power to adjust his own attitudes and interests to the interests, needs or rights of other people.

Since adjusting implies the bring about of changes within one's self, adjustment can be considered to be the products of bearing. What takes place within the individual during the learning or adjusting process is not yet completely understood and that is why researches have led to the formulation of various theories of learning. Brief descriptions of various theories have been given below:

The theory of connectionism, proposed by Thorndike, is an attempt to explain learning as bond connection between stimulus and response. The laws of exercise and effect apply to the adjustment process, in that an individual tends to adjust to a situation or condition to the extent that he has experience with it. Behaviourism is based on stimulus-response connections which grow more complex as they form new connections between originally unrelated stimuli and responses. According to this, adjustment process of an individual is basically influenced by the environments whereas, in view of the gestalt theory, through insight the individual gains an understanding of his adjustment problems and learns to react to them as in integrated person. Frueud's psychoanalytic approach to adjustment is diametrically opposed to the behaviouristic explanation of learning and he emphasized the significance of emotional experiences as determiners of behaviour reactions and as adjustment motivators. On the other hand the functionalists regard psychology as

the study of man's adjustment to his environment including the evolved techniques that aid him in his adjustment as well as the means by which he can improve his adjustment through learning. But many psychologists do not adhere strictly to any one psychological theory but apply eclectic approach to study and understand adjustment process of human being.

During the process of adjustment an individual adapts many ways consciously and unconsciously. He adopts some substitute forms of behaviour. These substitute behaviour are called defense mechanism. Human drives and urges impel man to activity of one form or another. The form and direction that this activity takes depend on the forces of cooperation and opposition to which an individual is exposed, on his intelligence, and on his interests. As an individual begins his struggle for existence, he is interested primarily in self-preservation. He makes whatever adjustment is necessary to preserve himself in his complex environment. In this society he strives to maintain his individuality and at the same time to conform to the interest and wishes of the members of his group, since, if he is to survive in the group, some conformity is essential.

An individual's behaviour patterns act as mechanisms of adjustment. Thus, he tends to reduce the force of the drives that are calling for action. The normal individual is usually able through the

exercise of socially accepted means to achieve his goals in his struggle for the satisfaction of various wants and urges and for survival. The individual's concept of and evaluation of the goal itself may be incomplete or faulty; his appreciation of his ability to achieve may be inadequate. If either of these two situations exists, it is difficult for him to achieve personal satisfaction through participation in ordinary or realistic experiences. Hence he attempts to adopt an adjustive form of behaviour that satisfies his impulse to satisfactory achievements. His constant effort to vary his behaviour so as to achieve his desired goal demonstrates the use of one or another of the mechanisms of adjustment. Although psychologists, psychiatrists and mental hygienists are not in general agreement concerning a classification of the various mechanisms of adjustment, they do agree that substitute activity may take many forms. The adjustment mechanism commonly utilized by individuals in their attempts to make adjustment include such as: introjections, compensation, displacement, identification, rationalization, projection, sublimation, egocentrism. Hence an individual opts any of the above form to make adjustment in his family, society, work place.

JOB RELATED NEED DEFICIENCY

The preceding writing was concerned to adjustment of police personnel, a dependent variable. Now on-going discussions will pertain

to job related need deficiency and job stressors as these were undertaken as independent variables in the present piece of research endeavour.

Human motivation from the very beginning of the onset of the term has been considered as a very intricate phenomenon that could hardly be understood by having simple and plain observation. But, in spite of complexity in understanding the human need deficiency, people have always been interested in the phenomenon because need deficiency gives rise to human behaviour directly/indirectly or consciously/unconsciously or either desirable or undesirable in the given context. In the world of work, human behaviour has always been considered in the sense of productive, outcome, efficiency or performance. Human efficiency at work is one of the most important and key element of all resources for discharging responsibilities with whom job incumbents are entrusted with. Hence, it is evident from the historical perspective of psychology that Taylor- a pioneer who showed interest in employees' efficiency at work. The initial efforts made by Taylor, in spite of getting a lot of raps, received widespread popularity among psychologists and other social scientists. His proposed Scientific Management Principles was mile stone for the beginning of new area of psychology namely industrial psychology, now-a-day better known as

human resource development or management. His works are still alive although, it passed through various phases ranging from human relation movement, job motivation job satisfaction to the present carving of improving employees' quality of life by reducing and overcoming the job stressors and finally help in over all adjustment. In view of present investigation adjustment is a significant phenomenon that seems instrumental in improving human performance at work. In the present research work need deficiency has been taken in the sense of job motivation.

Motivation plays an important role in all spheres of human life. It has its impact in work situation too. It is empirically evident that performance is proportionally related to motivation. In other words high motivation leads to high performance and low motivation leads to low performance. On the other hand it is expected that those who are well adjusted may show high motivation and those who are maladjusted will show less motivation. Hence, it is very relevant to mention here a saying that, "you can take the horse into water but you can not make him drink unless the horse is thirsty". This saying clearly explains the importance of motivation for any desired activity, thus people will not work unless they are prepared to and level of performance is most likely to be determined by the strength of motivation. Vitles (1962) has pointed out in his book

entitled 'Motivation and Morale in Industry' the importance of men's interest as well as their motivation at work. The significance of human motivation, indeed, can not be overlooked as behind every human activity there are some motives that act as motivating force resulting behaviour.

Motivation is one of the most important issues managing an organization. In order to achieve an organization's goals efficiently and effectively, group members should be motivated enough through to work with the maximum effort.

Motivation is closely associated with the dynamic aspect of human behaviour. The term motivation connotes psychological causation. It refers to sequence or continuity. Every human experience involves a causation factor to the extent that a motive always precedes a particular act. Cause and effect relationships in human behaviour imply that every motive produces some effect and that every response is preceded by a motive. Motivated behaviour is orderly, persistent, and energized with numerous emotional qualities. Most behaviour can be explained when the reasons for it are known. Hence, human behaviour not only is an active process but is goal directed. In general, human beings are motivated by a felt need (i) to satisfy bodily desires or to satisfy physiological needs, (ii) to achieve a purpose or goal, (iii) to gain

satisfaction through social recognition of another, or (iv) to avoid an anticipated unpleasant experience.

The human being has a multiple of needs that must be satisfied if he is to enjoy his day-to-day living. He needs food, water, oxygen, sleep, rest, warmth, sex. He needs to dominate, to admire, to follow, to emulate, and to be independent. He needs to accept others, to accept punishment, to avoid blame, and to be well behaved. He needs to be friendly, discriminating, sympathetic, and helpful toward others. He needs to relax, to be curious, and to give information to others. He needs to overcome obstacles, to excel, to receive praise, to perceive his ego, to defend himself against blame or to avoid failure or defeat. These and other needs help account for the physiological, psychological and social drives of the individual.

Motivation of human behaviour can be better understood when the meaning of such terms as drive, incentives, and homeostasis are interpreted in simple terms. Need refers to deficiencies in organism. It has two categories- biological needs and personal-social needs.

Drives are generally defined as the internal stimuli or organic states which initiate activity and predispose an animal toward making different responses which presumably aid in attaining satisfaction of needs but may well go beyond this. These may be primary or secondary.

Incentives or goals are the external stimuli toward which or away from which the animal orients himself in seeking satisfaction of needs. (Donald, 1957)

Homeostasis can be used to describe the equilibrium preserving function within the individual various biological drives are involved in maintaining this physiological equilibrium. Once an individual's physiological equilibrium has been disturbed, activated behavior ceases only the goal is attained and the equilibrium restored.

The key element in motivational process is the creation and activation of motives or needs. A motive is an internal activator that keeps the organism engaged in performing certain activity in quest of maintaining organismic equilibrium, hence, nature of need determines the types of goal to be achieved. Therefore, motivation is a goal directed behaviour. Jones (1955) maintained that motivation is concerned with how behaviour gets started, energized, sustained, directed, stopped and what kind of subjective reaction is present in the organism while all this is going on. But the organizational psychologists have been somewhat more definitive. Vroom (1964) defines motivation "as a process governing choices, made by persons or lower organism among alternative forms of voluntary activity". While Dubin (1970) refers to motivation as the complex of forces starting and keeping a person at work in an organization".

Halloran (1978) in simple words contended that “motivation is an internal need satisfied by external expression”. On the other hand job motivation can also be referred to as the intensity of behaviour of employees in the work situation as they attempt to satisfy their particular need structure through the work they are doing. Thus, job motivation is likely to be determined by the following three factors:

- (i) Need structure of employees
- (ii) Perceived opportunity to satisfy needs in work situation, and
- (iii) Perceived opportunity to satisfy needs outside the work situation.

In the light of above view regarding job related needs, it is very explicit that the top authorities should be well aware of the needs of employees which might provide them better information to opt for adequate managerial strategy for effectively handling employees at work. They must know how to motivate the employees. It is only possible if their needs may understood properly.

It is now well in time and place to answer the question, that why people work. People may give numerous reasons for their desire to work. The quality of answer may ranges from earning money to fulfill one or any other combination of psycho-social needs.

Taylor was of the contention that the primary reasons why people work is only to earn money but later this simplified resumption was ultimately rejected. It is no doubt that money is important for everyone because it is the only means through which things can be exchanged in this modern age but in no way this is the only reason in which context only people work. People have different and numerous motives both independently or in conjunction with each other determine and influence human motivation. Priorities of need deficiencies depend on the importance strength of motive/motives in a given time. In the light of human nature there have been four managerial assumptions about men at work which highlight various needs demanding employees and there become the reason for the people in which context they work. The first assumption is "Economic Man Model. It gives more importance to economic reward. Adam (1963) proposed inequity theory and pointed out that people primarily work for money. The 'Economic Man model" which was later modified by Taylor (1911) and renamed as "Rational Economic Man model". The model states that by nature men are lethargic and they do not want to work unless they have been forced to work. Hence, they could be motivated through financial incentives to attain requisite level of efficiency at work but such people are required very close and tight vigilance and supervision. Weber (1946) also believed money as the

primary motivator for the individual. Opsathl and Dunnette(1966) tried to explain the role of money as incentive and explain the effect of money on performance' these are:

- (i) Money as a generalized conditioned reinforcer.
- (ii) Money as a conditioned incentive
- (iii) Money as an anxiety reducer
- (iv) Money as hygiene factor and
- (v) Money as a means of instrumentality.

The Rational Economic Man Model assumptions can be validated by our day-to-day observation, especially in our own socio-cultural milieu. People who fit on this model are always highly calculative in nature. They only perform such activities that may give them greatest economic reward. It plays crucial role at all the levels of organization but is more evident at low levels of organizational hierarchy. Srivastava (1985) found that higher wages would induce greater motivation among workers to keep them dynamically more and more active at work while Verma (1978) pointed out that money does not only fulfill physiological needs but it also ensures the fulfillment of higher order needs. The Rational Economic Man Model was highly criticized by Rothlisberger and Diskson (1939), Trist and Bamforth (1951), Mayo(1945), Homas(1950), and Trist

et.al.(1963) on the ground that although the economic incentives are essential but social needs are important too.

In this way "Social Man Model" came into light. Zalzenik et.al. (1958) found that both worker productivity and satisfaction were unrelated to individual's pay and job status but were related to group membership. In 1954, Seashore found higher group cohesiveness associated with high productivity and sense of confidence in management. Significance of social factors at work place is evident from many researches such as Jasinsky (1956), Walker and Guest (1952), Schrank's (1978) are of special importance.

The third assumption is of "Self-Actualizing Man". Maslow (1954), McGregor (1969), and Argyris (1964) pointed out that workers are likely to be alienated because sometimes the work they are asked to do, do not permit them to use skills and capacities in a mature and productive way.

The last assumption is that of "Complex Man" which assumes that man is not only complex within himself but he is also likely to differ from his neighbours, friends and relatives in the patterns of his own complexities. In one study Vroom and Mann found that workers with different personalities preferred different leadership style in their superiors. Similarly, the studies of Grusky (1962), Argyris (1964), and Lawler (1971; 1975) have supported this "Complex Man Model". With

regard to job motivation, a number of theories have been profounded which can be broadly classified as under:

(i) Content Theories:- Theories associated with human needs which include Maslowian need hierarchy and Herzberg's two factor theories.

(ii) Process Theories: These include Vroom's theory of instrumentality and Porter & Lawler's multivariate model.

Maslow, a social scientist originally proposed "Need Hierarchy Theory" of motivation in 1943 which was applied as a theory of job motivation in 1954. He proposes that human needs can be arranged in a hierarchical order. Once the lower order needs are satisfied, need next in order of hierarchy comes into prominence and so on. Maslowian need hierarchy which he proposes starts from physiological needs like hunger, thirst, sex etc. The next level is that of security need, third one is that of social need and fourth one is the ego need. The apex of need-hierarchy theory is that of the need for self-actualization. According to Maslowian need hierarchy theory; unless the lower order needs, particularly physiological and security needs are satisfied, no other higher needs come into prominence.

There are some studies such as Hall and Naugain (1964), Castello and Sang (1974), Vig (1978) did not find strong evidence for the need

hierarchy theory. Some others have also criticized need hierarchy theory on the basis of empirical finding like Raymond and William (1968), Kumar and Bharguvathi (1989), Mathur and Khurana (1990) who did not find occurrence of the needs in the same order as proposed by Maslow.

Maslowian approach was reformulated by Alderfer (1969, 1972). He modified and reduced five levels of needs into three levels, namely, (i) needs for existence, (ii) relatedness which is also known as ERG Theory, and (iii) growth. Not much studies have been conducted to verify Alderfer's approach but findings of Raushberger, Schmidt and Hunter (1980) refuted Alderfer's approach.

Herzberg and associates for the first time questioned the basic assumption of linear continuum because till 1950s the researches on human motivation had been on traditional lines and motives were supposed to be lying along a continuum, the one end of which was satisfaction and the other was dissatisfaction. Herzberg, Mausner and Snyderman (1959) on the basis of findings asserted that there are two different sets of factors causing different effects. One of them of these two factors are "satisfiers" which is also called "content factors", motivators' or intinsic factors. Herzberg meant that these are inherent either in the individual's personality or in the work itself. These factors include achievement, recognition, the work itself, responsibility,

advancement etc. In view of Herzberg and associates, contrary to satisfiers, there is other set of factors which are only responsible for dissatisfaction and called as dissatisfies". According to them primary determinants of job dissatisfaction lie outside of the job itself and are also known as "hygiene", 'context' and extrinsic factors, and these set of factors includes status, job security, company policy, quality of supervision, relation with superiors, peer-group relations, pay, working conditions etc.

A look over the survey of available research studies concerning Hertzberg's two-factors theory which have been presented here have in the chronological order that can be broadly put under these groups on the basis of methodologies used and results obtained; 1(A) Studies generally supportive of the two factors theory employing Herzberg's methodology or modified from of it (Schwartz, Jannsaits and Stark, 1963; Saleh, 1964; Herzberg, 1965; 1968; Dayal and Saiyadin, 1970). 1 (B) Studies generally supportive of the two factor theory employing a methodology different than that of Herzberg (Friedlander and Walton, 1964; House and Wigder, 1967). 2 (A) Studies not supportive using Herzberg technique (Wernimonent, 1966; Soliman, 1970; Davis 1977; Akhtar and Bhargava, 1974; Basu and Pestonjee, 1974). 2 (B) Studies not supportive using the method different than that of Herzberg (Ewen,

1964; Harding, 1965; Burke, 1966; Graen, 1966a; b) Studies partially supportive to the two factor theory having used a method different than that of Herzberg (Gordon, 1965; King, 1970; Rao and Ganguli, 1972).

Process theories, unlike the content theories only explain the processes that take place in the process of motivation. In this contention Vroom (1964) for the first time took lead and repudiated to the proponents of content theories and presented in cognitive model to explain human motivation at work. According to Vroom, his theory contains three elements, (i) Expectancy, the context in which the individual works. (ii) Instrumentality which links outcomes, and (iii) Valence which refers to the strength of attraction. In simple way, it can be said that expectancy theory describes the interaction between an individual's goals and the probability associated with the attainable goal.

Vroom theory has been found difficult in transforming into empirical researches and its practical implication seems to be quite restricted and difficult as well. Due to these reasons, the theory was criticized for its validity and productivity by many researchers mainly Filly et. al. (1976). But few researchers have supported this theory. Wofford (1971) said that VIE theory of Vroom is important for understanding and predicting job motivation. Mitra and Bhattacharya (1983), Bhattacharya (1986) said that expectancy theory should be regarded as work motivation. In the realm of

criminal justice, only a few studies have applied expectancy theory to police officers' motivation and job performance. Mastroski and his associates (1994) studied how police officers' arrest productivity for driving under the influence can be explained by the components of expectancy theory. Dejong and her associates (2001) applied expectancy theory to patrol officers who conducted problem oriented policing activities. Both the above researches suggested, an individual officer's ability and opportunity may be related to the expectancy.

Taking inspiration from Vroom's theory, Porter and Lawler (1968) came up with a comprehensive explanation to the process of motivation. Their model is known as "Multivariate Model" and it explains the complex relationship that exists between job attitudes and job performance. In view of their contention, people first try to figure out whether the reward that are likely to be received from doing a job will be attractive to them. If the reward to be obtained is attractive then the individual will decide to put the necessary effort to perform the job. On the other hand, if the expected reward is not attractive then the individual's effort will not be desirably activated. The other prominent point is that before people put forth any effort, they also try to assess the probability of a certain level of effort required for a desirable desired level of performance. Porter and Lawler also distinguished intrinsic and extrinsic rewards. The valence is

determined not only by the perceived value of the outcome, but also by the costs associated with achieving the outcome (Shepperd, 1993). The multivariate theory was criticised on the ground that this study was conducted on the sample of managers, hence, such results have been obtained. Moreover, this theory was also criticized on the ground of the complexity the theory which refers human motivation as a process and takes place in some context.

It is quite apparent from the above mentioned description of motivation that motivational studies in job setting have attracted the attention of large number of researchers because motivation is the key element for effective performance and in turn, organizational and national growth and development in global terms.

JOB RELATED STRESSORS:

The second important independent variable which has been taken for investigation is of job related stressors. Job related stressors are known as different names which will be discussed later on in succeeding lines. At present it is important to look into the term stress because this very term got currency before the concept of occupational stress, work stress, job stress, organizational stress because people got satisfied their hunger out of the natural resources that naturally grew on earth but stress had been witnessed from the very initial stage of men's existence

on the earth. The present day world is highly mechanized, informative and materialistic, thus, as a result, the life has become quite challenging and competitive at all levels. Supposedly, due to these reasons the thinkers of the present century have considered the present time as an “age of stress”.

In the present time, most of people may be observed talking, discussing the term yet, significantly few people use the term in the same way or even attempt for a clear-cut definition of the term stress. The term has been so loosely defined that there have been recommendations that the use of the term be abandoned altogether. Selye (1980) has accordingly stated that “the concept of stress is still fraught with definitional contradictions, and suffers from the mixed blessing of being too well known and too little understood”. Ivancevich & Matterson (1980) have even compared stress with sin, as both are considered important by many people even though different people are not always talking about the same thing when they use the word.

The word “stress” has been originated from the “Latin” word “Stringere” which means ‘to draw tight’. The term was used to refer to hardship, strain, adversity or affliction. Various terms have been synonymously used with stress, viz; anxiety, frustration, pressure, conflict, strain etc. The psychologist named, Walter Cannon (1914), in his

work on homeostasis had used the term stress to describe emotional states that had possible detrimental physical impact on the focal organism. In 1935, he modified the use of the term stress to describe physical stimuli and used the term strain for organism's response to the stressors. Some experts have described the term stress as the quality of stimulus (Dunbar, 1947), while others defined it as the quality of both stimulus and the response. Wolf (1950) described it as a state of human organism. Some others have described it as that class of stimuli which produce anxiety and reportable experience of tense dread (Basowitz et.al, 1958). Selye (1936), a Canadian researcher, was the first person who introduced the term in "Life Sciences". He explained the term stress in terms of biological concept referring it to as the 'General Adaptation Syndrome' (GAS). According to him there are three phases of response to stress. The first phase is alarm, second phase continues with resistance and thirdly, it may terminate with exhaustion. These three phases are incorporated in physical and chemical changes which prepare an individual to fight or flee.

During eighteenth and nineteenth centuries, stress was equated with force, pressure or strain exerted upon a material object or person which resists these forces and attempts to maintain its original state. In physics, stresses are the forces that place pressure on bodies. In

psychology stress is the demand made on organism to adjust, to cope and to adapt. In physiology, the various changes in the physiological functions in response to evocative agents denote stress. In psychophysiology, stress is that stimulus which imposes detectable strain that cannot be easily accommodated by body and so presents itself as impaired health and behaviour. (Pestonjee, 1992).

In general way, stress is defined as physical, emotional or mental pressure; force or system of forces applied on body. But there are three approaches to study stress. They will be discussed briefly here.

Stimulus Perspective of Stress:

Stress conceived as a stimulus has been used to describe environmental situations characterized as new, intense, rapidly changing, demanding, sudden, or unexpected (Beehr, 1984; Beehr and Bhagat, 1985; Selye, 1975). Stressful stimuli can also include stimulus deficit, absence of expected stimulation, high persistent stimulation, fatigue and boredom. In this perspective, stress has been treated as an independent variable. This model of stress is an engineering one in which external stressor gives rise to stress reaction or strain within the individual (Cox, 1978), Lazarus (1966) also considered such events as failure or the threat of failure, noxious or unpleasant agents in the environment, isolation, and rapid social changes as stress stimuli. Other stimulus

situations mentioned in the various writings as stressful are (i) losses of personal, physical, cognitive, or affective functions; (ii) frustration of anticipated reward or goal attainment; (iii) failure or change in social feedback mechanism; (iv) impulse flooding; and (v) approach – avoidance conflict situations. Symonds (1947) has also discussed stress as environmental stimulus. He has pointed out, “it should be understood once and for all that stress is that which happens to the man, not that which happens in time; it is a set of causes, not a set symptoms”.

The stress as stimulus has taken into active research on relationship between stress and somatic illness. Meyer (1958) long back argued that certain alterations of life circumstances have potential influence on balance between health and illness. Holmes (1974), Rahe (1968) and their associates examined in a series of studies whether changes in the life of a person statistically correlated with illness. Holmes and Rahe (1967) generated a hierarchical list of life event changes likely to require significant alternations in the ongoing adaptive patterns of the individual. The crucial life events are not the direct cause of illness. The important factor which causes illness is the new demand on the usual adaptive patterns of the person. The greater the demand of social situation or event, for making new adaptive efforts to readjust to it, more is the likelihood that an inadequate response will be that an utilized, thus,

eliciting pathological psychological reactions. These social situations or events which require the focal person to make excessive adaptive effort, have been considered as stress, by this group of stress researchers.

But the basic question is that which conditions, situations can be regarded as stressful and, what are their common characteristics? Probably the common features of stressful stimuli are undesirable, unpleasant, uncomfortable, threatening, and demanding. Weitz (1970) enlisted eight types of stressful situations, namely speeded information processing, noxious environmental stimuli, perceived threat, disrupted psychological function, isolation, confinement, blocking, group pressures, and frustration. Lazarus (1966) considered perceived threat as the central characteristic of stressful situation. Frankenhaeuser (1975a) has denoted “lack of control over events” as stressful situation.

RESPONSE PERSPECTIVE OF STRESS:

The second approach to understand stress is ‘response perspective of stress. In this perspective, it is the way in which the individual handles the perceived stressors- the defense it mobilizes and the alarm reactions ignited – that constitutes the true nature of the stress. In fact, the more emphasis in this perspective is on the meaning of stimulus, rather than objective nature of the stimulus itself. Those who take stress from response perspective see it as an imbalance between

the requirements to make an adaptive response and the repertoire of the focal person. The greater the perceived discrepancy between demand and response capacity and the higher the appraise cost of making such reactions, that more stress these will be impinging on the individual. The term stress has been used to refer to the response to stressors by Beehr (1984), Caplan, Cobb, French, Harrison and Pinneau (1975), and Kahn & Quinn (1970).

The response based definition of stress concerns with the specification of the particular response patterns which may be taken as evidence that the person is, or has been, under pressure from a disturbing environment. That response or pattern of response is treated as stress or as its defining parameter (Cox, 1978). Theorists who define stress from a response perspective see it as an 'imbalance' between the requirements to make an adaptive response and the 'repertoire' of the individual. The greater the fraction of expectancies in a situation, and the greater the perceived discrepancy between the demand of the situation and capacity, and the higher the appraised cost of making such a reaction, the more stress there will be acting on the individual. The work of Selye (1966) first set the model for response theories of stress. Tache and Selye (1978) stated that stress is the non-specific response of the body to any demand made upon it". He described, stress quite

equivocally as the person's response to the demands of his environment. Selye's primary concern was for the physiological mechanism and this has led to a close association between response based and physiological model of stress. Selye's elucidation of the body response to stress has led to a better grasp of the biochemical, anatomic, and neuro- hormonal change that accompany adaptation to stress. In fact, three basic themes build Selye's concept of stress. First, the physiological stress response does not depend upon the nature of stressors, and not on the organism in which it is evoked. The response syndrome represents a universal pattern of reactions which protect the person and preserve its integrity. Second, he believes that defence reactions progress in three stages, if the exposure to stress is continuous, namely alarm reactions; resistance- bodily changes marking the person's adaptation to the external force and exhaustion. The third one is that if these defense responses are severe and prolonged, it would result in disease states.

TRANSACTIONAL PERSPECTIVE OF STRESS:

The third approach has taken as transactional perspective of stress which appears to be emerging as a broad integrative framework in this complex area. In this perspective, stress has been described as part of a complex and dynamic system of transaction between the person and his environment. It emphasizes that stress is an individual perceptual

phenomenon rooted in psychological process. This model has been developed largely by Lazarus and his associates (1984). According to them, stress is said to occur in the face of “demands that tax or exceed the resources of the system or, to put it in slightly different way, demands to which there are no readily available adaptive responses”. This perspective emphasizes ‘cognitive appraisal’ and ‘coping responses’. A stressful transaction begins with a primary cognitive appraisal that a situation requires an effective response to avoid or reduce physical or psychological threat or harm, and a secondary appraisal that no completely effective response is immediately available. The event or situation is not stressful in itself. It becomes a source of stress only when the focal person appraises it as to be a threat for him and to exceed his capability, ability to deal with it. The person makes the best response possible and actively defines and shapes stressful transactions by means of his cognitive appraisals and coping responses. This model says that situations can not be simply labeled as ‘stressful’ or not stressful’. They may be potentially stressful or may be stressful for such- and- such proportion of the population. To determine the existence of stress one must consider the status of the focal person in relation to the environment. This is the reason that the same situation or event is

differently responded to by different persons or even differently by the same person at different times.

The concept of stress is bound to the person, and is a subjective experience. The physical and psycho-social situations become stressors via cognitive appraisal and interpretation of the threat situations by the focal person. Lazarus' model begins when the individual evaluates a particular event or situation or demand. After perceiving the, the focal person makes two types of appraisal at his cognitive level, ie. primary and secondary appraisals. In primary appraisal, the individual evaluates the threats or loss likely to happen. Further, in secondary appraisal, the individual appraises his capability and resources to deal with the confronting situation. The severity of the felt stress is determined by the degree of imbalance between cognitively appraised demand or threat and cognitively appraised supplies of the human and physical resources. It may be understood as, a stress reaction in the individual is the joint affect of his psychic and somatic dispositions and the stress provoking quality of situational condition. The definition proposed by Appley & Trumbell (1967) fits in this model. According to them, "stressfulness of stimulus exposure or event is dependent upon the pattern of stimulus-organism interaction in a particular time and a particular place". According to Lazarus (1957), 'the general adaptation syndrome' may be

precipitated not only by noxious stimuli but the psychological reactions to physical stimuli also. McGrath (1976) has also defined stress as “environmental situation perceived as presenting a demand which threatens to exceed person's capacities and resources for meeting it, under conditions where he expects a substantial differential in the rewards and the costs for meeting the demands versus not meeting it”. The definition of stress propensity by Cox (1978) also well fits in this perspective. According to him, “stress can only be sensibly defined as a perceptual phenomenon arising from a comparison between the demands on the person and his ability to cope. An imbalance in this mechanism, when coping is important, gives rise to the experience of stress, and to stress response”.

Wofford and Daly (1997) proposed “cognitive – affective” model of stress which emphasized the role of cognitive and perceptual processes in response to stress situations. The model says that why each individual's perception and response to stressful situation is a unique one. The core of their theoretical model is a cognitive- affective stress propensity construct which consider eight individual difference variables; viz; cognitive-effective connectivity, psychological magnification, attributional style, locus of control, negative affectivity, self-esteem,

private self-consciousness, and anger irritability, as determinants of stress-strain relationship.

Actually, psychological stress is not a simple event, but is a process which comprises following successive events:

(i) Perception of some unusual demanding, noxious or adverse situation or event.

(ii) Cognitive appraisal by the focal person of the demands or threats, and probable undesirable consequence of the situation, and of his capabilities and available resources.

(iii) Emergence of state of emotional disequilibrium spontaneously followed by deviant or unhealthy psychological, physiological and biochemical responses.

(iv) Operation of adaptive or coping efforts by the focal person at cognitive and behavioural levels.

Thus, “stress may be referred to as” deviant psycho-physiological state of the individual resulted from a situation cognitively appraised as excessively demanding or threatening and requiring the focal person make some adaptive efforts to cope with it”.

Let us try to know briefly about stress in Indian context. Roa (1983a) highlighted the origin of stress in ancient thought. He pointed out two Sanskrit words ‘Klesa’ and ‘Dukha’ which correspond to the concept

of stress. The concept of 'Klesa' has its origin in the root 'khis which means 'to torment' 'to cause pain or 'to afflict'. The 'Klesa' is not a mental process, but is a set of hindering load on mental process. Thus the concept 'Klesa,' system views 'Dukha' to signify the stress that the individual experiences in the course of his interaction with the world around him. On the basis of a review of ancient Indian Literature, Roa concluded that the conceptual model of appraisal of the self (Asmita), the object (Raga), and the threat (Dwesh). In fact, the cognitive appraisal constitutes the functional framework for the conceptual model of stress not only in "Samkhya- Yoga" system but also in 'Vedanta' and Buddhism. He has referred to three type of stress which 'Samkhya speaks of viz., Adhyatmik (Personal), Adhibhoutik (Situational) and 'Adhidavic' (Environmental).

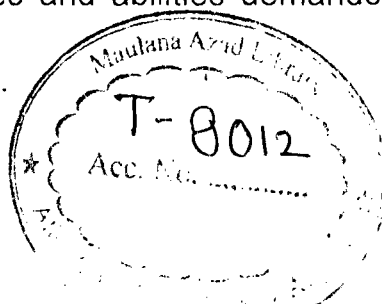
But more accepted definition of stress states that "stress is a dynamic condition in which an individual is confronted with an opportunity, constrain or demand to what he or she desired and for which the outcome is perceived to be both uncertain and important (Schuler, 1980).

After 1960s the term stress, attracted attention of psychologists and other social scientists and since then stress has been considered as one of the major factors in work organization (Agarwala, Malhan and

Singh, 1980): and life in general as well, Schuler (1980), and Steers (1981) pointed out that stress causes absence from job and consequently effects turnover. Reddy, Srikant and Ramamurti (1990) on the basis of their research study drew the conclusion that the stresses among the people between 41-50 years of age group are greater than those between 51-60 year age group. Stress experiences were attributed to working conditions, organizational roles, various relationships, organizational structure and development in the work situation.

Due to minute differences in the phenomenon of job stress, work stress, occupational stress and organizational stress, the experts use these terms interchangeably. Organizational stress arises out of organizational climate and structure. Job stress is the result of physical working conditions while; work stress is experienced during the work performance of the employees. On the other hand, occupational stress is used in broader way, which refers to the intrinsic aspects of job, organizational structure and climate as well as the role facets in the organization. Here job stressors have been used synonymus to the occupational stress. Survey of literature on occupational stress reveals that there are number of factors related to the job, effect the behaviour of employees and as a result the normal life is disturbed (Maclean, 1974; Brief et.al. 1981). All the above cited factors either related to employees,

environment or are born due to interaction of the factors related to employees and environment. A number of theories of human stress (Pervin, 1968) and performance (McGrath, 1976) are based on the programmatic view that behaviour is a function of characteristics of a person and the environment (Lewin, 1935; Murray, 1938). French, Rodgers, and Cobb (1978) evaluated the theory of "Person-Environment Fit". The theory distinguishes between two types of "fit" and each measured in terms of commensurate properties of the person and environment /job environment. There is the "fit" of needs and values of the person with the environmental supplies and opportunities to meet these needs and values. There is also the "fit" between the demands of the environment and the abilities of the person to meet these demands. In simple term it can be said that the first kind of "fit" is the extent to which the individual's abilities, capabilities, and skills match the expectation of the job while other kind of "fit" is the extent to which the work environment attracts satisfaction of needs of the individual. It is clear from the theory that those who are unable to fit may suffer from stress in the job situation. The theory was tried to support empirically by Harrison (1976) who discussed the needs supplies and abilities demands distinction further, but it has received little study.



Colwell (1998) pointed out that studies have shown that those in law enforcement experience a high rate of suicide. Schaefer (1983) viewed that law enforcement has traditionally been referred to as an occupation that leads to a variety of stress related maladies such as hypertension, cardiovascular irregularities, and gastrointestinal disorders.

Not only this police personnel are stressed by many things including their seniors, shift-work resulting in the loss of time spent with their families, fellow workers and the public at large. They also are stressed by a number of other factors such a low pay, irregular sleep schedule and conflict with family and friends.

There are four prominent approaches to study of job stress, which typically focus the stressors job life and consequent strains. The first one is medical approach, having its roots in the tradition of Cannon and Selye; focus on physical causes and consequence of job stress. This approach did not develop from primary interest in occupational or workplace, though it is applied to them.

The second is the psychological approach which emphasizes psychological causes and consequences of stress. The approach is labelled as clinical or counseling psychology approach and involves the treatment of depression or anxiety through counseling and psychotherapy. This approach also like medical approach, was not

developed and applied specifically for dealing with this stress prevailing in the workplace.

The third approach known as clinical or counselling psychology, adopted to the study of occupational stress focuss on physical characteristics of the work and workplace as stressors and as job performance as the typical outcome. This approach typically targeted the treatment of the organization, not the individual.

The last one is the organizational psychology approach which accepts that psychological variables' prevailing in the organizations causes psychological strains. In this approach typical target of treatment is making necessary changes or modifications in the organization or the characteristics of workplace. Hence, this approach was developed with specific interest in workplace stress.

In fact, stress is experienced by almost all the people in all spheres of life, such as in the event of death of any relatives, conflict between friends and family members, failure at any point, geographical mobility, new job, being fired from job etc. Although we tend to think of stress as caused by external events, events in themselves are not stressful. Rather, it is the way we interpret and react to events that makes them stressful. People differ dramatically in the types of events they interpret as stressful and the way in which they respond to such stress. There are

several signs and symptoms that can be noticed when one can experience stress. These signs and symptoms generally fall into four categories:

Feeling: feeling anxious, feeling seared, feeling irritable, feeling moody.

Thoughts: low self-esteem, fear of failure, inability to concentrate, embarrassing easily, worrying about the future, preoccupation with thoughts; forgetfulness

Behaviour: speech difficulties, crying of no apparent reason, acting impulsively, start easily, nervous of tone voice, increasing smoking, increasing use of drugs and alcohol, losing appetite or overeating.

Physiology: sweaty hands, increased heart beat, trembling, dryness of throat and mouth, urinating frequently, sleeping problems, indication, headaches, susceptibility of illness.

Central Florida Police Stress Unit (2004) listed the stressors of police work have been the subject of much effort at categorization. For instance:

Stressors internal to the police organization: poor supervision; absence of upward mobility; absence of an extrinsic reward system; offensive policies and procedures; excessive paperwork; and poor equipments.

Stressors external to police organization: absence of career development and lateral entry; jurisdictional turf battles; an ineffective criminal justice system; biased press; minority attitudes; derogatory remarks; political interference; and lack of community resources.

Stressors connected with police work: role conflict and strain; rotating shift work; fear & danger; relinquishing cases to the detective division; victim pain & anguish and employee review boards. Stressors in police are also related to criminal justice practices such as unfavourable court decisions, recidivism, court delays and continuances, adversarial nature of the justice system. The police personnel generally experience the sign of stressors. They are; difficulty communication thoughts, difficulty remembering instructions, difficulty maintaining balance, difficulty making decisions, limited attention span, unnecessary risk-taking, disorientation or confusion, easily frustrated, disorientation or confusion, easily frustrated, unable to engage in problem solving, refusal to follow orders, refusal to leave the scene, increased use of drugs/alcohol.

In the present research endeavour, basically we are interested in those factors which are responsible for stress in organizational setting particularly related with police personnel. These factors may be work-load, organizational roles, policies, politics, relationship among

employees at both horizontal and vertical level, working conditions etc. Cooper and Marshall (1976) and McGrath (1976) pointed out the major sources of stress which can be categorized broadly as: organizational structure and climate, factors intrinsic to job, role in the organization, career development relationships at work. Mathur (1994) concluded that the following factors are closely related to development of stress related problems among police personnel. These factors were; relations within police organization. Organizational structure, criminal justice system practices, police officers himself and career development. Series of stress and strain among high workload officers was found to be stress producing event in their lives, as well as performing the job as a right officer and dealing with crime and related matters (Totland and Pendleton, 1989). Hart and Waring (1995) observed that organizational experiences rather than operational experiences are more important in determining psychological being. Sewell (1981) asserts that although law enforcement may not be the most physically dangerous profession in the world, it is by far the most emotionally dangerous occupation due to poor administration and supervision and inadequate salary, amongst others. Band and Manuelle (1987) as cited in Hart and Waring asserts that a growing body of evidence suggested that main source of psychological distress among the police is police organization.

Finn (1997) pointed out that stress affect both the official and organization. The cumulative affects of stress can lead to: impaired performance and reduced productivity, reduce morale, public relations problems, labour management frictions, civil suits stemming from stress-related shortcomings in personnel performance, tardiness and absenteeism, decreased turnover, added expenses of training and hiring new recruits, as well as paying overtime, when one is left short-staffed. In the same line Hammontree (1992) claimed that high levels of police stress and life stress are significantly related to illness and absenteeism and police work is stressful.

So far organizational variables are concerned, the most important is role stress which is major occupational stressor and can be referred to as a particular role in the organization to the extent to which the employees' expectations and organizational expectations match. Many systems of classifications have been used to discuss role stress. Kahn & Quinn (1970) role stress into three categories, (i) expectation generated stress which includes role ambiguity and role conflict; (ii) expectation resources discrepancies which includes role overload, responsibility authority dilemma inadequate technical information; and (iii) the third category is of role and personality. French and Caplan (1973) have indicated role conflict, role ambiguity and role overload as general types

of role stress. These three concepts have been reviewed as per explanations given below:

Role conflict implies “an incompatibility between job tasks, resources, rules or policies and other people” (Nicholson & Goh, 1983). Role ambiguity is the state of uncertainty and lack of clarity regarding job duties and responsibilities (Kahn et.al. 1964; Marshall & Cooper, 1979). So far as role overload is concerned, it has also been reported as an important source of occupational stress in which an individual is faced with a set of obligations requiring him to do more within a specified time limit.

Many studies have revealed that role stress negatively correlated with satisfaction with pay, job itself, advancement, supervision, motivation, productivity and positively correlated with anxiety, depressions resentment, turnover, absenteeism etc. (Brief & Aldag, 1976, caplan & Jones 1970, Singh, Agawla & Malhan, 1991; Jagdish & Srivastava, 1983). Pareek (1983b) pointed out that recently researches have been done only in three role stresses, namely-role ambiguity, role conflict and role overload, although, he found many other role stressors in organization. There include self-role distance, inter role distance, role isolation, role ambiguity, role expectations conflict, resource inadequacy role stagnation, role erosion, and role overload. While Pestonjee (1991)

in his effort identified four leading stressors namely- role erosion, role expectation & conflict, role isolation and inter role distance.

Physical working condition plays vital role, so far as performance of employees is concerned. Inadequate or hazardous physical conditions at work such as insufficient or excessive lighting, loud noise, temperature, crowded workplace can causes stress. These physical qualities of work environment cause direct sensory stress and indirect psychological stress through their potentiality far causing negative health consequences.

The quality of interpersonal relationship at work plays a dominant role in determining employees' job behaviour and job strains. It has been consistently linked to job stress (Payne, 1980). Kets de Vries (1984) reported that at least three types of interpersonal relationships have been studies, viz., relationship with co-workers, relationship within work groups, and relationship with supervisors or superiors. In the same manner organizational structure and climate also cause severe psychological stress to its members. Various researches have pointed out climate and culture of the organization has also been found to be source of satisfaction and stress.

Having discussed numerous concerted efforts by researchers for pinpointing different important stressors, it seems important to highlight

the contention expressed by Vaction (1987) who conducted a study on executives and pointed out that role stress may occur not only during one's official professional job but may also result from the fact that they are expected to continue their role when they are outside of the organization. Thus Vaction's view provides significant information that role stress does not only have its impact within the organization but also outside the organization i.e. in the family and other segment of socio-cultural conditions. This contention seems to get validated by Sne's (1981) study that concludes that women experience more role stress as compared to men. Akhtar & Vadra (1990) pointed out that there are many sources of stress within the organization which are directly or indirectly related to outside events. Amongst other factors, family and society has its greater impact such as illness of any members of family, family financial crisis etc. Cooper (1981) pointed out that stress at work can affect the individual at home as well as society in which he lives.

Mathur (1993) noted that job stress remains a neglected area of research and reported that some job related factors act as specific and focused stressors for the police. These factors are; working conditions, work overload, lack of recognition, fear of being killed on duty, high intensity stressful events, inadequate equipments, anti-terrorist operation, complaints against police by public, confrontation with public, lack of job

satisfaction, police hierarchy. Further more, Mathur (1994) concluded that following factors are closely related to development of stress related problems among police personnel. These factors were; relation within police organization, organizational structure, criminal justice system practices, police officers himself and career development. The above description was entered around the role stressors in the work context though we are specifically concerned to the phenomenon of occupational stress or job stressors. At this juncture it is necessary to clarify our view that role stressors themselves are the important major ingredients of job stressors. Since role stressors were more significantly observed, so, it occupied its whelming position but later on these were incorporated in the broader concept of occupational stress. Therefore, the descriptions of role stressors were not out of context.

Now briefly we take another side of coin. Generally it is said that job stress is extremely harmful to most of employees. It creates hurdles in the work environment causing significant deterioration in effectiveness of the employees and of the organization. However, stress is not always undeniable and harmful. According to Standfest (1996) limited amounts of stress can be positive results. Recognizing its positive impact, Selye coined the term “eustress” for a positive stress. Many researchers are the opinion that without stress modern organizations would loose the name

of action. It is argued that stress promotes employee's inclination towards job. Hinkle (1973) has accordingly written that "to be alive is to be under stress". Kets de Vries (1979) has observed that each individual needs a moderate amount of stress to be alert and capable of functioning effectively in the organization. Anderson (1976) noted that 'U'-shaped relationship between stress and performance, which indicates that a moderate level of stress is optimal for performance, whereas low and high degree of stress cause deterioration in performance level. Other researchers have also noted curvilinear relationship between stress and performance (Baddely, 1972; Meglino, 1977; Cohen, 1980; Moss, 1981; Ivancevich & Matterson, 1981; Allen et al. 1982; Jamal, 1984; Srivastava and Krishna, 1991).

An important aspect is sources and imagined outcomes of the stress determine the effect of stress. The stress arising from certain job factors have been observed to put positive effect on job behaviour and well-being of the employees. Hall and Lawler (1971) found that job pressures involving time, financial responsibility and quality factor were related to positive organizational outcomes. Burke (1976) also pointed out that job stress arising from excessive responsibility, perceiving oneself not qualified excessively large workload, and making decisions that affect the lives of others were positively related to job satisfaction.

Mathew (1986) has advocated that particular types of stresses are essential for being creative. However, other stressors inhibit performance and can cause health problem. Chronic stress if left unchecked can tear at the very fabric of law enforcement. It can become a progressive disease which will slowly undermine the efficiency and potential of a police force, Klein (1989).

CHAPTER- II

SURVEY OF THE RELEVANT LITERATURE

In the preceding Chapter – I detailed discussion about the meaning and concepts of different dependent and independent variables were presented. The present chapter is aimed to describe and discuss the available research studies which are directly or indirectly related to different variables concerned to the present study. The presentation of the variable-wise survey of literature will follow the same sequence which was adopted in the chapter-I describing the concept and meaning of each dependent variable and their independent variables. Hence, the studies related to different variables follows:

ADJUSTMENT AND RELATED STUDIES:

Khan(1989) pointed out that the greater the anxiety the lesser the adjustment because higher amount of anxiety produces tension, restlessness, suffocation and many other disturbing symptoms which ultimately affect the healthy mode of an individual's adjustment. He may feel deficient in making healthy adjustment towards family, health, social and emotional life, as well as he may have an overall maladjustment. In the same way Verma & Upadhyaya (1983) showed that adjustment, anxiety and conflict were negatively correlated. Greater number of low adjusted subjects showed higher anxiety as well as conflict and vice-versa. Khan and Sinha (1971) reported that most of the studies

concluded that anxiety was a symptom of inadequate adjustment and possibly a cause.

Adjustment has also been studied in relation to social deprivation. Shamshad and Haidry investigated the patterns of adjustment and approval seeking behaviour of socially disadvantaged group. In the case of male respondents the social deprivation and adjustment were found to be positively and significantly related in the area of home, health, and social, adjustment as well as on over all adjustment. The same trends of results were found to female subjects but they were differing on emotional adjustment. In case of female subjects emotional adjustment showed a positive and significant relationship between deprivation and emotional adjustment. The above study was supported by Gunthey (1983); Sagar (1975); Kumar (1975) and many others.

Many police personnel are very creative particularly at the time of crises. Shamshad and Sharan (1985) examine the effect of adjustment on creativity. The findings revealed the fact that high creative groups on verbal and non-verbal test of creativity significantly differed from the low creative groups in respect of their adjustment in different areas as well as on over all adjustment. High creative groups on verbal and non-verbal creativity indicating better adjustment, as compared to their low counterparts. Hence, it can be inferred that subjects excelling high on

creativity enjoyed healthy home, health, social and emotional adjustment as well as overall adjustment.

Gupta and others (1976) found creativity to have positive and significant relation with social, emotional and educational adjustment of the individual. Singh and Pandit (1977) reported that creativities displayed better adjustment. On the other hand Kaur (1983) has reported high creative to have problems in their socio-psychological areas.

Adjustment has been studied in relation to approval motives (Shamshad, 1996) cognitive differentiation, sex variance and urban-rural environment (Shamshad & Sulaiman, 1994), effect of intelligence on adjustment (Shamshad, 1996) effect of sex difference on adjustment (Shamshad, 1996). Martin and Robin (1999) examine the relationship between pre-move relation preparation with psychological adjustment to job relocation. They found that pre-move relocation preparation the better was the relocations' post move mental health and job-related contentment and enthusiasm. Those police personnel who have been informed earlier about their move feel less stress. Nezlek and Gable (2002) studied depression as a moderator of relationship between positive daily events and day-to-day psychological adjustment. It was reported that daily adjustment negative co-varied with the number of negative events and adjustment. Furthermore, for the self-esteem and cognitive trial

measures, adjustment co-varied more strongly with negative and positive events for the depressed than they did for the non-depressive.

It has been reported and observed that many police personnel are drug abused. This does not only put a negative impact on their career and public dealing but also influences their family life. Fals and et al. (2003) examined the relationship between the psychological adjustment of children living in households of parents in which fathers were entering treatment for substance abuse and the following sets of variables. (a) Parents' socio-demographic characteristics (b) parents' dyadic adjustment, (c) fathers' substance use severity and (d) parents' psychological adjustment. Results revealed that each of the variable sets made a significant unique contribution to the prediction of children's psycho-social adjustment. The similar type of study was also conducted by the same authors (Fals et al. 2004). They studied emotional and behavioral problems of children living with drug-abusing fathers; comparison with children living with alcohol-abusing and non-substance abusing fathers. The study revealed the fact that children with drug-abusing fathers experienced more internalizing and externalizing symptoms than children with alcoholic or non-substance abusing fathers. Inter-parental conflict and parenting behaviour mediated the relationship between family type and children's adjustment. Interventions to improve

fathers' parenting behaviour and reduce partner conflict may lead to better adjustment among custodial children of drug abusing father. Keller, Cummings & Davis (2005) studied the role of marital discord and parenting in relations between parental problems drinking and child adjustment and suggested that children exposed to parental drinking problems are at risk for maladjustment. Cramer & Tracy (2005) in a longitudinal study the pathway from early childhood personality to early adult adjustment and maladjustment. The results indicated that a shift in personality from childhood to adulthood, influenced by the use of defense mechanisms, was the strongest predictor of adult adjustment. Developmental shifts in outgoingness, influenced by the use of the defense of perception, predicted better psychological health, less depression, but more anxiety. Shifts in self-confidence, influenced by the use of the defense of identification, predicted better psychological health, less depression, and less anxiety.

The organizational climate is very important aspect which influences employees' adjustment. If the climate is congenial the employees' performance is expected better because of good adjustment. Martin and associates (2005) conducted a study on the role of psychological climate in facilitating employee's adjustment during organizational change. Result shows that employees whose perceptions

of the organizational and environmental in which they were working were more positive, were more likely to appraise change favourably and reported better adjustment in terms of higher job satisfaction, psychological well-being, and organizational commitment and lower absenteeism and turnover intentions.

Zukerman and et al. (2006) in a longitudinal investigation on self enhancement by social investigations on self enhancement by social comparison pointed out that self-enhancement by social comparison (assessing whether people perceive themselves more positively than they perceive others) was prospectively related to an increase in self-reported adjustment. Better adjustment including high self-esteem, was not prospectively related to an increase in self-enhancement. The investigation also included a diary period, allowing the assessment of intra-subject co-variation between daily reports of self-esteem and daily reports of perceived challenge and daily events. High self-enhances were less likely to report lower self-esteem under high challenge and less likely to report high self-esteem under positive events.

There are very few research studies which have been conducted directly on police personnel's adjustment. Shaathoff & Buckman (1990) evaluated 26 state police officers which revealed that the most common primary diagnosis was adjustment disorder followed by substance abuse

and personality disorder. Adjustment have been studied in relation to anxiety, work alienation, ego strength, social deprivation, creativity, motives, intelligence, depression, marital discord etc. but not directly in relation to need deficiency and job stressors of police personnel.

NEED DEFICIENCY AND RELATED STUDIES:

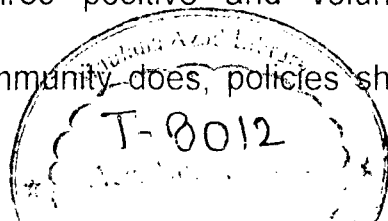
A large number of studies have been conducted on the phenomenon of motivation in general but police personnel have been rarely studies in this context. Leonard et al. (1999) pointed out that individuals are intrinsically motivated when they view their tasks as enjoyable. As long as individuals enjoy their tasks, they are continuously motivated to perform works. The police personnel who are exposed to violent situations and are sometimes assaulted by suspects may be less likely to enjoy their jobs. Individuals are also motivated to engage in the task that provides the greatest potential for extrinsic reward. Our police organization is structured on the basis of strict hierarchy that consists of roles and functions determined by the level of one's position. Seniors have the authority to give orders to subordinates who are required to obey to them. Because of power and authority inherent to the position of superiors, promotion to a higher position may be the most strongly valued reward for officers. Further, they viewed that when a person is other-directed his/her motivation is more likely to be based on external self-

concept. Thus, an individual is motivated to behave in a way that meets the expectations of others. On the other hand some individuals are motivated when they perceived that given tasks are related to their internal self-concept. Individuals who are motivated through the internal self-concept build their own standard whereby the ideal self is determined to be achieved. Feedback from others is less important for such people. Finally, individuals motivated by goal internalization tend to think that the achievement of organizational goals is important to them. Job motivation has been studied in relation to job levels. Individuals who have higher rank in job hierarchy are likely to be more motivated and satisfied as compared to those who occupy lower levels. Many researchers have pointed out the significance of job hierarchy of motivation of employees, (Porter, 1961, 1962); Porter and Lawler, 1968; Hall and Naugain, 1968). John et al. (1991) point out motivation arises with position level in general but motivation at managerial level increases with job level. Contrary to the above studies there is one study conducted by Manju (1990) who reported no influence of job level on job motivation but she found that if job levels are combined with other variables such as special training and promotion earned, then its combined effect leads to motivation. Alam (1992) has reported that job levels failed to influence job motivation. The researchers have also studied job tenure with job motivation. The

investigations of Sinha & Nair (1965); Natha (1980); Narchal, Alag & Kishore (1984); and Dillon and Suja (1990) have reported positive correlation between job tenure and motivation while, Vasudeva and Rajbir (1976) found negative relationship between these two variables. Alam (1993) found job tenure having no influence on job motivation. Allen (2003) conducted a study on mentoring others; a dispositional and motivational approach and pointed out that pro-social personality variables related to willingness to mentor other and also accounted for unique variance beyond variables associated with life and career stages. Other oriented empathy related to actual experience as a mentor. He further pointed out that motive for mentoring others differentially related to psychosocial and career mentoring.

Hillman et al. (2004) carried out a study on emotional and motivated behaviour: postural adjustments to affective picture veining and found out that sex difference for postural responses to unpleasant picture, an effect not found for pleasant and neutral picture contents. Female exhibited increased postural movements in the posterior direction and male exhibited increased movement in the anterior direction for unpleasant picture, whereas Netz and Raviv (2004) did a research study on age difference in motivational orientation towards physical activating and results indicated significant age differences on age, gender, level of

education etc. The older individuals felt lower self-efficacy in relation to physical activity and expected fewer benefits from participating in physical activity. However, older individuals who engaged in physical activity rated themselves as more active and fit than no exercisers of their same age and gender physical activity and level of education were positively correlated with self-efficacy and men were more efficacious than women were. On the other hand Ilies & Judge (2005) carried out study on goal regulation across time; the effects of feedback affect and the result showed that participants adjusted their goals downwardly following negative feedback and created positive goal-performance discrepancies by raising their goals following positive feedback. Very recently Brown (2006) conducted a research study on relationship between emotional intelligence of leaders and motivational behaviour of employees and the results suggested no correlation between leaders' use of emotional intelligence and the motivational behaviour of employees. Roh (2004) in his article entitled "Motivation in the Community Policing Era" Application of Expectancy Model" pointed out that without cooperation by operating members of an organization; any attempt for an organization reform is doomed to fail. Furthermore, when the reform requires positive and voluntary participation by group members, as community does, policies should stimulate and maximize



members' motivation. Community policing cannot succeed solely relying upon sophisticated programs. A comprehensive reform of agencies targeting structure, management, culture and environment can lead to successful implementation of community policing.

JOB STRESSORS RELATED STUDIES:

Now, in the on-going lines we would be giving available studies regarding to the specific variable of job stressors. In the context of this independent variable, a good number of studies are available. Jagdish (1983) studying occupational stress in relation to job satisfaction and mental health and reported that with the exception of responsibility for persons, factors of occupational stress, all eleven stressors significantly impaired supervisor's job satisfaction. Moreover, he also reported that employees' job satisfaction significantly moderated relationship between occupational stress and mental health. Most of the researchers have studied occupational stress from the pathological point of view, such as Vena et. al (1986) reported that ischaemic heart diseases and acute myocardial infraction are known to be very high among police officers subjected to higher degree of stress. The pattern of stress is directly related to morbidity and mortality. Even various infections disorders, accidents and cancer of various body organs are known to be very high among police personnel as compared to others, although occupational

stress lays vital role in any organization and it is found to be highly associated with absenteeism (Madhu & Poodhum, 2006) Gupta & Beehr, 1979; Morgolis, Kores & Quinn, 1974), voluntary turnover (Invancevich, Matternsion & Preston, 1982) and job dissatisfaction (Beehr, 1976; and Pestonjee & Singh, 1982). Tylor and Cangoni (1988) examined occupational stress research and concluded that psychological factors can affect job satisfaction, work adjustment, work attitude, and over all well-being in the work environment.

In one of the studies Bason (1988) described potential sources of occupational stress comprising (i) factors intrinsic to the job, (ii) role in the organization, and (iii) organizational structure and climate. Allen & Fry (1989) found sex as moderator variable in establishing occupational stress, organizational establishing occupational stress, and organization effectiveness relationships. Singh (1990) found significant negative correlation between social support three of four occupational stress subscales namely, job satisfaction, organizational stress and somatic distress. High levels of perceived social support were found associated with low level of perceived occupational stress.

It is generally observed that there exists a negative relationship between stress and performance. But in fact, the effect of stress on performance varies with the degree of stress and the nature of task

performed. It has been empirically established the fact that high level of job stress causes deterioration in job performance (McGrath, 1976; Beehr & Newman, 1978). But at the same time it has been reported that low or no stress also associate with low performance level. In absence of stress the individual lacks arousal and so the motivation to perform. The curvilinear relationship between stress and performance can be traced back to the work of Yerks and Dodson (1908). Their model gained momentum with the development of Scott's (1966) activation theory of motivation, and at present it appears to be the most popular one (Allen, Hill & Greer, 1982; Moss, 1981).

In addition to degree of stress, certain kinds of stressors also have been noted to be functional to the performance. Hall and Lawler (1971) reported that job pressures involving time, financial responsibility and quality factors were related to positive organizational outcomes. On the other hand, consistent and severe stress of job life, necessarily cause noticeable deterioration in employee's performance (Kahn et al. 1965; McGrath, 1976). Too much stress places unattainable demands on a person, which results in lower performance.

Srivastava (1991) has indicated negatively relationship of occupational stress with performance whereas, Bharti, Nogarathanamma & Reddy (1991) found significantly inverse relationship between job

satisfaction and occupational stress. Ganesan and Johnson (1992) studied occupational stress and health. On the basis of their finding they emphasized that organizational, group and career stressors were experienced by the superiors in the lower range but these stressors were indicative of a possible causal relationship to physical and psychological symptoms and to the physiological indicator of stress.

In one of the study Reddy and Ramamuriti (1992) studying job stress among older executives and pointed out that older executives experienced more stress in the areas of relationships with colleagues, role in the organizational working conditions, and home work interface. They also reported that low stress in the area of organizational structure, its development, and relationship with boss. In a study of police personnel by Bhaskar (1986) pointed out several factors which were intrinsic to job and closely related to work were identified as major contributors of stress related problems. During 1993 Bureau of Police Research and Development conducted a study to identify various stressful aspects at work, home and community environment and also to understand their impact on health. According to Finn (1997), police work is widely considered to be among most stressful occupations. It is associated with high rate of divorce, alcoholism, suicide and other emotional health problem. Colwell (1998) confirms this notion indicating

that police work tends to impose a higher degree of stress and a multiplicity of stressful situations on the individual than do most other profession. According to Roosendaal (2002) financial problems are one of the main contributing factors towards suicide among police in RSA. Finn (1977) asserts that law enforcement is associated with high rates of divorcee, alcoholism, suicide and other emotional problems.

Goldenhuys (2003) asserts that police work is not a job but a calling. Police personnel face physical dangers on daily basis and stress for which he/she is not trained to deal with. In the same year he mentions that police work is an emotionally and physically dangerous jobs. Geldenhuys mentions high divorce rate, high rates of physical illness, high rates of suicide and the many officials turning to alcohol to try to get rid of memories and problems. He also asserts that the police official has to face scrutiny from the community and his own peers on daily basis. Accidents and with harm to self (Theurell, 1974) and accidents causing harm to others (Colquhoum, 1976) have been noted to be caused by job stress. It has long been known that morality rate differs across occupations (Cobb & Rose, 1973) indicating the vital significance of occupational stress. According to Geldenhuys (2003) most police officials who have to kill a suspect in the line of duty experience a great deal of conflicting emotions like guilt even if they were completely justified in

using violence. Police officials are trained to hide their emotions, right from day one at the police training. They see emotions as getting in the way of the job they are performing. Emotions are suppressed daily for years. The stress takes its toll either quickly or slowly and police officials experience Post-Traumatic Stress Disorders.

Burke (1994) studied a group of police officers and identified five predictor variables affecting emotional and physical well-being of personnel. These factors identified were; demographic and situational variables, stressful events, work family conflict, coping response and psychological burnout, components. In the same year Satpahty pointed out on the basis of empirical description of diseases likely to occur among police. These include various stress disorders, problem related to climatic hazards, affective disorders and various types of injuries and casualties. He further pointed out that during the decade 1982 to 1992, 7, 144 policemen lost their lives due to terrorist attacks, communal riots and other. The figures of injured policeman are much higher as injuries and death of police personnel is increasing at an alarming rate. The family suffers due to loss of lives or death of a bread earner along with long standing effect on their future lives. Those who are seriously injured how they adjust in family and society is a question of concern of every body.

National Institute of Justice (1991) pointed out that the families of police officers also suffer stress, a kind of vicarious occupational stress. The unpredictability shift work, fear, isolation and low pay all causes family problems. Children of officers are held to higher standards by the community, spouses are often at odds in figuring out how to communicate with one another, and both groups must deflect the never-ending stream of public inquiry whenever the police department is the news. Relationships in police families are often distant and alienative. A serious problem is that many police departments view police stress as an employee problem, not an organizational problem and that is why we come across suicide, murder of seniors and fellows in the police department.

The research generally indicates that acute and chronic stressors experienced by police officers can lead to various undesirable physical and psychological outcomes that can adversely effect their professional and personal lives. Diminished job satisfaction and performance, family issues, substance abuse, health problem and suicide are among the noted consequences of occupational stressors for police personnel. (Alexander & Walker, 1997; Anshel, 2000; Brown & Campbell, 1994; Ivahiff, 1994; Swanson, Gains & Gore, 1991; Territo & Vetter, 1981; Violanti, 1997; Hart et al. 1994).

Mohr et al. (2003) conducted a study on 'mediating effects of sleep in the relationship between traumatic stress and health symptoms in urban police officers. The results suggest that traumatic stress symptoms were significantly related to both somatic symptoms and health functioning. Their findings suggest that sleep may serve as an important mediator between traumatic stress and somatic symptoms.

Recently Garcia Nesbary & Gu (2004) did a very comprehensive study on 'perceptual variations of stressors among police officers during an era of decreasing crime. They found top ranked stressor-concern for a fellow officer being injured or killed – is consistent, and reinforces that frequent perceived potential for crisis situations even during a period of low crime. Public criticism is indicative of the contemporary stressors experienced by police officers. That such criticism is so prevalent among stressors may further explain some of the self protective insular characteristics of much professional policing organization. Further more, they pointed out that family demands for personal time and involvement continues to be significant stressors for police officers. They find a very interesting and relevant thing that differ nations in the perception of stressors among officers of distinct races, ranks, job tenure, work shift and assignment areas are indicative of intrinsic and organizational influences on stress. So far as organizational stressors are concerned,

these stressors are less of a factor for police officers in the early years and later stages of their career. Officers with more than twenty years of experience are also significantly less susceptible to job-related and overall stressors than those with fewer years on the job; external stressors are more significant for officers in the 5 to 20 year range of experience. Their research also confirms that working the late shift results in more job related stress than other shift. There was a significant difference in the organization stressors scores of officers assigned to headquarters and to high-crime areas, and the external stressor scale there was a significant difference among those assigned to moderate-crime areas and specialized units. Gender differences remained insignificant. This is likely because of the inherent job hazards and adjustment to the body's natural circadian rhythm that can lead to poor sleep quality and fatigue and can disrupted family relationships (Bain, 1988; O'Neill & Cushing, 1991; Violanti 1984). More interestingly, there is no statistically significant difference in the stress levels evidenced by male and female officers. Although female officers are more prone to specify stress from coworker behaviours, their stress scores are not notable higher than that of male officers.

Newman et al. (2004) studied police stress, state-trait anxiety, and stressors among US marshals. The main stressors identified by

respondents were related to organizational variables i.e. problems with managers, bad bosses, and work environment. More stress was experienced by deputies who were inclined to think about job-related illness or being injured while on duty, those who were facing retirement and those who disliked their current assignments. It is fact that job stress is experienced by the employees. Tosi & Tosi (1974) investigated the relationship between role conflict and role ambiguity and various measures of job involvement. The study yielded negative correlation between role ambiguity and role conflict and the measures of job involvement. Thompson, Kirk & Brown (2005) conducted a study on work based support, emotional exhaustion, and spillover of work stress to the family environment of police women and their findings suggest that a fruitful avenue of exploration of behaviours linked to emotional exhaustion. They further pointed out that role ambiguity and role overload were mainly stressors for work role stressors. Work based support from superiors not colleagues predicted to reduce role stressors and emotional exhaustion and improve perception of family functioning.

Ranganella and White (2005) pointed out that motivations for becoming a police officers were similar regardless of race or gender, and the most influential factors were altruistic and practical, specifically the opportunity to help others, job benefits and security. Lambert, Hogan &

Allen (2006) conducted a study on 'correlates of correctional officer job stress: the impact of organizational structure and pointed out that instruction communications and procedural justice have a direct effect on correctional staff job stress. Griffiths (2005) conducted a study to look at transformational change in a government department. Five sources of change stress were found; increased workload, uncertainty, antiquity, interpersonal conflict, perceived unfairness, and perceived loss.

According to Roberts and Levison (2001), findings suggest, that police officers took their job stress home and it influenced their interactions with their wives. These influences of job stress were found regardless of couples marital satisfaction, the husband's work shift and the couple's parenthood status. They further claim that job stress is for more toxic for marital interaction than is physical exhaustion.

Very recently Madhu & Poodhun (2006) conducted a study on stress symptoms and substance use among police officials and concluded that there are sizeable number of police members who are stressed and are coping ineffectively. The stress is affecting them mentally and physically. It also affects their interpersonal relationship. Abodllhi (2002) has mentioned that stress in policing has been the subject of volumes of literature for several decades. He compartmentalized the whole stress related researches into four

categories which includes (i) intra- interpersonal (i.e. personality related stressors), (ii) occupational job related stressors), (iii) organizational (organizationally related stressors), and (iv) health consequences of police stress.

In this way, a substantial literature has discussed stress relative to the inherent hazards of police work and increasing crime rates (Dunham & Alpert, 1997; Horn, 1990; Lester, 1999; Stevens, 1999; Violanti & Aron, 1993), Organizational practices (Crank & Caldero, 1991; Lord, 1996), judicial decisions (Stratton, 1986), public perceptions and support (Dunham & Alpert, 1997), and comparative occupations (Lardner, 1998; Meleod, 1990; Patterson, 1992). Despite these coverage there is scarcity of studies in relation to motivation and adjustment.

A look on the researchers in the area of job stressors have indicated that stressors on work are many in number which can be broadly put under the broad categories of organization, environmental, and individual factors. In view of Selye (1976) stress is an additive phenomenon as for instance, a single stressor even at work may seem to be relatively unimportant but if it is added to an already high level of stress then it can further increase the stress to the extent like there is a saying that 'even, an addition of a straw can break the camels' back'.

Studies on job stressors and its related facets have argued that stress researches have been done on varied samples in relation to numerous factors but it is imperative to highlight that almost none of the researches especially in Indian context have undertaken job stressors study to adjustment of police personnel. Therefore, job stressors study undertaken in the present investigation in relation to adjustment of police personnel is of significant value because filling the void of knowledge in this area, the stressors influencing adjustment having identified might be properly manage to improve quality of life, family, social, emotional, personal and moreover employees productive efficiency. In the same way need deficiencies of police personnel have not been studies in relation to adjustment.

Objective of the Study:

In the recent past, the police have been criticizing by the public on its role and functioning but the dimension of the role of the police have expanded and the manner in which this role has to performed has called for challenges. On the other hand almost daily we came a cross that police personnel commit suicide or gun down their senior, juniors or fellows and many are indulge in substance abuse. Violanti (1996) pointed out that police officers kill themselves at the rate six time greater than in the general population, and police officers kill themselves at a rate 8.3

times greater than those who die at the hands of criminals. Several studies conducted in the 1970s looked at drinking on duty as an indicator of alcoholism and produced some frightening figures, from Reiss 2.5% to Van Raalte's 67%. It means that police performs duties under pressure. If the pressure from internal investigators is not enough, there is peer pressure in the opposite direction which, in tug-of-war fashion, increases the tension at both ends. Any police personal who wishes to gain the trust and respect of his colleague must demonstrate his willingness to thumb his nose at the administrative spirit behind minor regulations and to break certain rules. In such atmosphere it becomes difficult to carry jobs effectively. Now things are being in process of change but the old spirit remains. All types of pressures are vary much noticeable.

The objective of the present research is to see influence of job related need deficiency and job stressors on adjustment among police personnel occupying different hierarchical positions. We know that police personnel are the measure players to maintain peace and harmony in the society but the efficient working is most likely dependent on their adjustment especially as a function of adequate control over their need deficiency and coping with job stressors.

Since earlier researches have not provided any direction of relationship between the variables as stated above, hence, there was no

option to formulate hypothesis except the null hypothesis. Hypotheses in all researches are necessary as these help in determining comprehensively the objectives of the study and subsequently help in making a proper choice of statistics for analyzing the data in quest of answering objectives of the study. Here, an effort was made to formulate null-hypotheses comprehensively and briefly that follows:

Ho1: "Need deficiency" will not influence adjustment and its four facets viz; home, health, social, and emotional in general and specifically police officers and junior police officers (NGO).

Ho2: "Physiological need" – a facet of need deficiency will not effect adjustment and its four facets i.e. home, health, social, and emotional as well, of police personnel in general and specifically police officers and junior police officers (NGO).

Ho3: "Social need"- a facet of need deficiency will not influence adjustment and its four facets i.e. home, health, social, and emotional as well, of police personnel in general and specifically police officers and junior police officers (NGO).

Ho4: "Esteem need"- a facet of need deficiency will not effect adjustment and its four facets i.e. home, health, social, and emotional as well, of police officers and junior police officers (NGO).

Ho5: "Autonomy need" – a facet of need deficiency will not influence adjustment and its four facets ie. home, health, social, and emotional as well, of police personnel in general and specifically police officers and junior police officers.(NGO).

Ho6: "Self- actualization need"- a facet of need deficiency will not influence adjustment and its four facets i.e. home, health, social, and emotional as well of police personnel in general and specifically police officers and junior police officers (NGO).

Ho7: "Job stressors" will not influence adjustment and its four facets viz; home, health, social, and emotional as well, of police personnel in general and specifically police officers and junior police officers (NGO).

Ho8: "Role overload"- a facet of job stressors will not effect adjustment and its four facets ie. home, health, social, and emotional as well, of police personnel in general and specifically police officers and junior police officers (NGO).

Ho9: "Role ambiguity" a facet of job stressors will not effect adjustment and its four facets ie. home, health, social, and emotional as well, of police personnel in general and specifically police officers and junior police officers (NGO).

Ho10: "Role conflict" a facet of job stressors will not effect adjustment and its four facets i.e. home, health, social, and emotional as well, of police personnel in general and specifically police officer and junior police officers (NGO).

Ho11: "Unreasonable group and political pressure" a facet of job stressors will not influence adjustment and its four facets ie., home, health, social and emotional as well, of police personnel in general and specifically police officers and junior police officers (NGO).

Ho12: "Responsibility for persons" a facet of job stressors will not effect adjustment and its four facets i.e. home, health, social, and emotional as well, of police personnel in general and specifically police officers and junior police officers (NGO).

Ho13: "Under participation" a facet of job stressors will not attribute adjustment and its four facets i.e., home, health, social, and emotional as well, of police personnel in general and specifically police officers and junior police officers (NGO).

Ho14: "Powerlessness" a facet of job stressors will not predict adjustment and its four facets i.e. home, health, social, and emotional as well, of police personnel in general and specifically police officers and junior police officers(NGO).

Ho15: "Poor peer relations" a facet of job stressors will not attribute adjustment and its four facets viz., home, health, social, and emotional as well, of police personnel in general and specifically police officers and junior police officers (NGO).

Ho16: "Intrinsic impoverishment" a facet of job stressors will not effect adjustment and its four facets i.e., home, health, social, and emotional as well, of police personnel in general and specifically police officers and junior police officers (NGO).

Ho17: "Low status" a facet of job stressors will not influence adjustment and its four facets viz; home, health, social, and emotional as well, of police personnel in general and specially police officers and junior police officers (NGO).

Ho18: "Strenuous working conditions" a facet of job stressors will not effect adjustment and its four facets i.e., home, health, social and emotional as well, of police personnel in general and specifically police officers and junior police officers (NGO).

Ho19: "Unprofitability" a facet of job stressors will not predict adjustment and its four facets i.e. home, health, social, and emotional as well, of police personnel in general and specifically police officers and junior police officers (NGO).

Having tested the hypotheses, the obtained finding led to give some of the suggestions. The findings of the present research investigation lack its generality as the sub-sample being highly unequal in size fail to give consistent results.

The researches on such problem one of its high applicability as proper management of stressors, motivators at work are most likely to enhance effective over all adjustment of police personnel and subsequently productive efficiency in the police organization as police personnel experience frequent ongoing stressors in their job and sometimes they carry them to their family, society etc. Therefore, it is necessary to terminate further deliberation here and to follow the next chapter for understanding more about the objectivity of the methodology opted in understanding the present larger investigation

CHAPTER-III

METHODOLOGY

Methodology is a crucial step in any research and has its importance in scientific investigation because objectivity in any research investigation cannot be obtained unless it is carried out in a very systematic and planned manner. Redman & Mory (1923) in explaining 'research' contented that it is "a systematized effort to find out the solution of the problem". Methodology is sum of these techniques being carried out by a investigator in order to find out the real dynamics operating for any problem. Mouton and Marais (1993) viewed methodology as "the logic of the applications of scientific methods to the investigation of the phenomena". It is a kind of decision making process in which researcher has to select the most suitable and appropriate model, sampling techniques, measuring instruments/ tools and data analysis methods suitable for selected problem. However, the objectivity of scientific investigation is contingent upon the accuracy of research methodology adopted by the researcher. In this regard Selltizer et al. (1962) has rightly pointed out that "research design is the arrangement of conditions for collecting and analyzing the data in a manner that aims to combine relevance to research purpose with economy in procedure". It is a kind of appropriate architecture prepared in advance by the investigator with minimum expenditure of time, cost and other requirements. In view of Mohsin (1984) "research design contains a built-in system of checks

against all factors that might affect the validity of the research outcomes”. Scientific investigation involves careful and proper adoption of research design, use of standardized tools, and tests, identifying adequate sample by using appropriate sampling techniques, sound procedure for collecting data, and then after careful scrutiny, tabulation of data and the use of appropriate statistical techniques for analyzing data.

The above steps are necessary and important, in carrying out research enhance the predictive value of findings, hence, the findings may be generalized to predict the behaviour of the population from which sample have been taken or drawn. The procedures which have been opted for the present investigation are being discussed below:

Sample:

In behavioural science researches, sample is a fraction of population. It is impossible to take the whole population for investigation. Mohsin (1984) contended that sample is a small part of total existing events, objects or the information. Kerlinger (1983) believes that “sampling is taking any portion of a population or universe as representative of that population or universe”. Thus, sampling is a process through which a small portion of population selected for observation. By making observations on the appropriate sample, it is

possible to draw reliable and valid inferences or make generalizations on the population as a whole from where the sample to which it is drawn.

The survey of available literature on adjustment in relation to need deficiency, job stressors have revealed that police personnel have been rarely studied, although the policing profession has been the subject of extensive research on various elements of stress. For this reason it was decided to choose police personnel for study. Hence, for the purpose of data collection Inspector General of Police, Kanpur (U.P.) and Inspector General of Police, Firozpur (Punjab) were approached who assured their help and directed to their Senior Superintendent of Police of Aligarh and Firozpur respectively to extend cooperation and support. They issued letters for cooperation to the concerned officers of various police stations to their respective districts. In this way officially permissions were granted. Without their cooperation it was not possible to conduct investigation smoothly. Two groups of police personnel were decided for study. The first group comprises of officers namely; Inspectors, Sub inspectors, and the second group comprises, junior police officers (NGO; assistant sub-inspectors, hawaldars & constables) to avoid disparity in sample, it was decided to conduct the investigator on male samples only. The investigator personally visited police stations and approached to officers and junior police officers (NGO). Those who were willing to give

their responses were given questionnaire. About ten to fifteen percent of the police personnel approached were not ready to give their responses due to pre occupant, official engagement or personal reasons. In this way sampling was purposive in nature and data were collected purely on random basis because of uncertainty of duty, work load etc. The questionnaire was printed in English, Hindi & Gurmukhi. it was provided according to their understanding and willingness. It was found that fifteen to twenty percent questionnaires were incomplete during scrutiny, hence excluded or rejected and about twenty percent questionnaires were not returned. The sample is as under.

TABLE – 3.1

Showing the break-up of the sample:

Police Personnel	N
Officers	200
Non-Officers	800
Total	1000

So far as average age of groups is concerned the junior police officers are younger than officers group but they get less salary and having more number of dependents than officer group. They have slight difference in total experience of job. The officer group prefers nuclear family

Table – 3.2

Sample Characteristics
N=1000

Police Personal	Sample Size	Age (Year)			Salary (In Rupees)			Experience (Years)			No. of Dependent			Family Status		Qualifications		
		Range	Mean	SD	Range	Mean	SD	Range	Mean	SD	Range	Mean	SD	Joint %age	Nuclear %age	Under Graduate %age	Graduate %age	Post Graduate %age
Police Officers	200	28-59	45.39	7.57	7800- 21000	14138. 21	2437. 23	4-39	20.82	8.28	1-10	4.97	1.96	105	95	Nil	95	105
Junior Police Officers (NGO)	800	24-58	40.43	7.30	3500- 18000	9986. 13	2891. 81	5-41	18.75	7.30	1-11	4.77	1.83	458 57.2	342 42.8	386 48.2	309 38.6	105 13.2
Total	1000	24-59	41.42	7.61	3500- 21000	10851. 85	3297. 68	4-41	19.17	7.54	1-11	4.81	1.86	563 56.3	437 43.7	386 38.6	404	210 21.0

than junior police officers. The officer group is highly educated than junior police officers.

DESCRIPTION OF TOOLS:

In behavioural sciences measurements have always been considered a very complex task but an inevitable means to understand human experiences and behaviour. Various psychological tests have been developed to understand human behaviour objectively. There is no single psychological tests which can tell about all aspects of human behaviour because of its intricacy and instability. Therefore, every psychological test is developed for some specific objective and purpose. Among the various methods used for testing the various aspect of human behaviour, the questionnaire method has been considered as the most convenient and favourable instrument to collect data. Pertaining to questionnaire, it is imperative to mention that without ascertaining the efficacy of the tools, reliable results can not be obtained, therefore, standardization of the psychological tools is necessarily a prerequisite. In this regard, it is equally important to mention that whatever the tools have been used in quest of studying the present problem the standardized psychological tools were administered. The description of the tools used in the present research study follows:

JOB STRESSORS MEASUREMENT:

The first scale which has been used in the present investigation is Occupational Stress Index. The scale measures the job stressors. This scale has been constructed and standardized by Srivastava & Singh (1981). Initially, authors had framed 50 statements covering all the relevant components of job life which could have caused stress in one way or other. After modification, the scale in the present form comprises 46 statements. Out of 46 items 18 are 'false keyed' and 28 items are 'true keyed'. Each item to be rated on five-point scale. The items relate to the almost all relevant components of the job life which causes stress.

The Occupational Stress Index covers twelve dimensions viz; Role Overload, Role Ambiguity, Role conflict, Unreasonable Group and Political pressures, Responsibilities for persons, Under participation, Powerlessness, Poor-Peer Relations, Intrinsic Impoverishment, Low Status, Strenuous Working conditions and Unprofitability. The reliability index ascertained by split half (odd-even) method and Cronbach's alpha coefficient for the scale as a whole were found to be .935 and .90 respectively. The validity of scale was determined by computing coefficients of correlation between the scales on the Occupational Stress Index and the various measures of job attitudes and job behaviours. Anyway scale is reported highly reliable and valid. (Appendix- 1A)

NEED DEFICIENCY MEASUREMENT

To measure need deficiency among police personnel, the scale developed by Porter (1965) was used. There are five dimension of scale viz; Physiological need, Social need, Esteem need, Autonomy need and Self-actualization need. The scale contains fifteen items and all items are positively framed. The higher score refers to high satisfaction and low score represents to low satisfaction. In other words low scores refers to need deficiency. The respondents were simply requested to give their responses on five point scale. Assign '5' to the job aspect, which is present in the maximum degree and '1' to the aspect which is present in minimum degree in the job. The scoring is simple because it is done by adding the scores of each dimensions to various statements. The scale is widely used as it is reported to be highly reliable and valid. (Appendix- II)

ADJUSTMENT MEASUREMENT:

To measure adjustment Mohsin-Shamshad (1987) adaptation of Bell-Adjustment Inventory was applied. There are four dimensions of the inventory viz; Home, Health, Social, and Emotional. The home adjustment consists of thirty one items, health adjustment consists of twenty nine items, social adjustment comprises of thirty two items and emotional adjustment consists of thirty two items. In this way there are one hundred twenty four items of the inventory. There is no any right and

wrong answer. The inventory is applicable to both individual and group. The inventory is scored simply by counting the number of responses marked in each area of adjustment. Each response has to be given a score of one. High scores indicate poor adjustment and low scores refers to high adjustment. The sums of scores in different areas give measure of total adjustment. The reliabilities for home, health, social, emotional areas and for the total tests items have been found to be 0.826, 0.815, 0.844, 0.861 and 0.921 respectively. The reliability coefficient has indicated the high reliability of the inventory. In this way the inventory has been reported highly reliable and valid. (Appendix-III)

BIOGRAPHICAL INFORMATION BLANK (BIB):

To know the information about the biographies of the respondents, a biographical information blank was prepared that included sex, age, educational qualifications, designation, job tenure, family structure, salary, marital status, number of dependents etc. and the respondents were requested to furnish these information too. The biographical information helps in discussing the results (Appendix-VI).

STATISTICS USED:

In order to meet the objectives of the study, the objectives were transformed into the hypothetical relationship are called hypothesis. In the light of the proposed hypotheses, it was decided to apply multiple

regression method which is quite flexible to access two a more predictors at a time to see their influence on criterion variable. This technique consists of Standard, Hierarchical, and Stepwise depending on the way predictor variable entering the equation. The term regression and correlation are used more or less interchangeably. The regression is used with an eye in prediction, whereas, correlation is more meaningful for determining the degree of association.

Multiple regression is the technique by which the value of the dependent variable is predicted from knowledge of the values of the independent variables. The variables used for prediction are called predictor variables and the variable that is predicted is called the criterion variable. The objective of research in using regression is to illuminate the relationship between a set of independent variables and dependent variable. As a preliminary step, it can be determined how strong the relationship is between independent variables and dependent variable and then to asses the importance of various independent variables to the relationship. In the present analysis stepwise method predictors enter to the equation step-wise one after the other on the basis of their highest simple correlation with criterion variables. This process continues until no more useful information is obtained from the further addition of prediction 'F' value of ANOVA for regressions predicted over all influence of all

independent variable on the dependent one and the main variable predicting dependent variable are confirmed by significant 't' values. Hence, in the present study, Stepwise Multiple Regression was used for giving statistical treatment to the data.

CHAPTER-IV

RESULTS AND DISCUSSION

Chapter IV is developed to describe and discuss results of the present problem entitled “Influence of job related need deficiency and job-stressors on adjustment: A study of police personnel across various hierarchical levels”. In order to meet the objectives which are very evident from the problem itself, the analyses of the data were carried on by applying Stepwise Multiple Regression Analysis on the sample group of police personnel having various hierarchies working in various police stations of Aligarh and Firozpur districts.

Before under taking results and interpretations of the present piece of research, it is important to mention here that analyses of the data of the study using step-wise multiple regression technique through computer have given the entire analyses in different steps but here we are using the tables of ANOVA as well as the tables showing ‘Coefficient’ revealing the number of best predictors entered to influence dependent variable. The remaining steps like the list of excluded variables have not been put here for the sake of convenience presuming that except the independent variables (IVs) that entered to the equation, the remaining independent variables will definitely be the part of variables excluded or have not come into the equation. It is also necessary for clarity to mention that variables numbering from V_1 to V_{19} are the independent variables whereas, V_{20} to V_{24} are the dependent variables. Therefore, the

same numbers will be used to refer either independent or dependent variables in the tables. By keeping in view the above mentioned contentions the description and discussion of results will follow in the proceeding part of this chapter. The discussion will take into account the four dimensions of adjustment (viz; home adjustment, health adjustment, social adjustment, and emotional adjustment) separately and there- after adjustment as a whole. Interpretations of results follow:

TABLE – 4.1

Stepwise Multiple Regression
Predictors (IVs) of Home (DV) – a dimension of Adjustment
Sample of Police Personnel (N = 1000)
ANOVA^d

Model	Sum of squares	df	Mean Square	F	Sig.
1. Regression	1894.217	1	1894.217	109.082	.000 ^a
Residual	17330.407	998	17.365		
Total	19224.624	999			
2. Regression	2378.874	2	1189.437	70.396	.000 ^b
Residual	16845.750	997	16.896		
Total	19224.624	999			
3. Regression	2504.494	3	834.831	49.730	.000 ^c
Residual	16720.130	996	16.787		
Total	19224.624	999			

a. Predictors: (Constant), V₁₉

b. Predictors: (Constant), V₁₉, V₂

c. Predictors: (Constant), V₁₉, V₂, V₁₂

d. Dependent Variable: V₂₀

Table – 4.1A
Coefficient showing the Real Predictor Variable^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	11.330	.492		23.015	.000
V ₁₉	-.111	.011	-.314	-10.444	.000
2 (Constant)	8.057	.781		10.322	.000
V ₁₉	-9.53E-02	.011	-.270	-8.793	.000
V ₂	.197	.037	.165	5.356	.000
3 (Constant)	9.191	.882		10.426	.000
V ₁₉	-9.51E-02	.011	-.270	-8.806	.000
V ₂	.197	.037	.165	5.374	.000
V ₁₂	-.162	.059	-.081	-2.736	.006

A. Dependent variable V₂₀

Table- 4.1 shows the overall picture of the influence of the IVs on one of the facets of adjustment (DV) viz; 'home adjustment' (V_{20}) of total sample of police personnel. Table- 4.1 of ANOVA presenting F-values ranging from $F= 49.730$ to $F= 109.082$ which are statistically found highly significant far beyond .01 level of confidence hence, it confirms that there would have been definitely some IVs predicting 'home adjustment'- an area of adjustment of police personnel. This have been ascertained by another step of multiple regression analysis when it calculated t-values which have been given in Table – 4.1A for coefficients. The table clearly emphasizes that need deficiency (V_{19}) as a whole and two job stressors viz; role ambiguity (V_2) and unprofitability (V_{12}) are found to be significant predictors of home adjustment as their corresponding t-values $t= 8.806$, $t=5.350$ and $t=2.736$ respectively are statistically rendered significant far beyond .01 level of confidence. Hence, related null hypotheses= H_{o1} , H_{o9} , and H_{o19} respectively stand rejected. Whereas, apart from these three null-hypotheses all the remaining null-hypotheses (given in Chapter II pp.) found to be accepted as none of the independent variables entered to the equation to predict home adjustment for the total sample.

This is clearly evident from the above findings represented in Table-4.1 & Table- 4-1A, it seems logical that three predictors namely need deficiency as whole, and two job stressors- role ambiguity and

unprofitability are significant predictors of adjustment at home of police personnel as it is matter of fact that home and the job situations can't be separated. When people join their work place they carry on with them to home events which have their reflection in their professional tasks or responsibilities, the same way when people came back to their home they carry on their work related issues and problems to their home, hence both are highly interdependent. At the same time one can not deny to the fact that position and privileges at the work place do determine one's position in the society in general and home in particular. It is interesting to mention the fact that what privileges are enjoyed by job incumbents especially, police personnel, are also enjoyed or taken granted by their family members as it is a matter of observation that any family member of such higher group if moves in the society, irrespective of social places (e.g. market, shopping, malls, restaurant, social gatherings etc), they are considered as family members of that group, hence are respected and enjoy privileges. It has already been observed above that enjoyment of privileges either may be forced-legitimate or illegitimate but these are any how enjoyed not only by job incumbents but family as a whole which consequently become instrumental for 'home adjustment'. However, it can be said that home-adjustment is the function of the extent of the fulfillment of needs by the dependents of home;

hence, it becomes true for the police-personnel. Keeping in view this fact, police personnel also experience in the same in their life in general. As the findings speak to the fact that police personnel's need deficiency is most likely to create adjustment problem at home, similarly higher role ambiguity and unprofitability are also likely to become instrumental for mal-adjustment at home. In fact, police has to play various roles at time. Informations relating to their job-role are not clear, sometimes they are not clear about their objectives. They do works which are not even to their jurisdiction and authorities. They are even unclear about the expectations of higher officials and above all they have to perform many works in which they do not have expertise. On the other hand it has been observed that the police personnel have the feelings of getting less salary, and reward as compared to other government employees in quantum of hard work. It seems that there is high sense of unprofitability among police personnel as what official benefit they get do not seem to be proportional to their unforeseen stimuli roles and responsibilities, hence, it significantly affects their home adjustment. Actually, role ambiguity is a direct function of the discrepancy between the information available to the police personnel and that which is required for adequate performance of their job role. It means that there is either very low relationship and most likely inverse relationship are found between the

predictor variables (need deficiency, role ambiguity, and unprofitability) and home adjustment (DV).

Table 4.2

Stepwise Multiple Regression
Predictors (IVs) of Health (DV) –a dimension of Adjustment
Sample of Police Personnel (N= 1000)

ANNOVA^g

ANNOVA^g Model	Sum of squares	df	Mean Square	F	Sig.
1. Regression	715.839	1	715.839	48.454	.000 ^a
Residual	14744.136	998	14.774		
Total	15459.975	999			
2. Regression	883.389	2	441.694	30.221	.000 ^b
Residual	14576.586	997	14.620		
Total	15459.975	999			
3. Regression	1010.010	3	336.670	23.206	.000 ^c
Residual	14449.965	996	14.508		
Total	15459.975	999			
4. Regression	1076.554	4	269.139	18.618	.000 ^d
Residual	14383.421	995	14.456		
Total	15459.975	999			
5. Regression	1141.483	5	228.297	15.849	.000 ^e
Residual	14318.492	994	14.405		
Total	15459.975	999			
6. Regression	1213.970	993	202.328	14.103	.000 ^f
Residual	14246.005	6	14.346		
Total	15459.975	999			

a. Predictors: (Constant), V₁₉

b. Predictors: (Constant), V₁₉, V₇

c. Predictors: (Constant), V₁₉, V₇, V₂

d. Predictors: (Constant), V₁₉, V₇, V₂, V₁₇

e. Predictors (Constant), V₁₉, V₇, V₂, V₁₇, V₁₂

f. Predictors (Constant), V₁₉, V₇, V₂, V₁₇, V₁₂, V₃

g. Dependent Variable: V₂₁

Table – 4.2A
Coefficient showing the Real Predictor Variable^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	9.540	.454		21.011	.000
V ₁₉	-6.80E -02	.010	-.215	-6.961	.000
2 (Constant)	8.497	.547		15.540	.000
V ₁₉	-6.66E-02	.010	-.211	-6.848	.000
V ₇	.132	.039	.120	3.385	.0001
3 (Constant)	6.647	.830		8.009	.000
V ₁₉	-5.85E-02	.010	-.185	-5.800	.000
V ₇	.151	.039	.104	3.843	.000
V ₂	.102	.034	.095	2.954	.003
4 (Constant)	6.761	.830		8.144	.000
V ₁₉	-8.23E-02	.015	-.260	-5.488	.000
V ₇	.145	.039	.114	3.663	.000
V ₂	.104	.034	.097	3.006	.003
V ₁₇	.112	.052	.100	2.146	.032
5 (Constant)	7.487	.897		8.351	.000
V ₁₉	-8.29E-02	.015	-.262	-5.533	.000
V ₇	.154	.040	.121	3.882	.000
V ₂	.105	.034	.098	3.054	.002
V ₁₇	.116	.052	.104	2.225	.026
V ₁₂	.117	.055	-.065	-2.123	.034
6 (Constant)	6.674	.965		6.916	.000
V ₁₉	-7.86E-02	.015	-.249	-5.215	.000
V ₇	.158	.040	.124	3.984	.000
V ₂	6.500E-02	.039	.061	1.682	.093
V ₁₇	.119	0.52	.107	2.285	.023
V ₁₂	-.139	0.56	-.077	-2.484	.013
V ₃	8.131E-.02	0.36	.083	2.248	.025

A Dependent variable V₂₁

From Table- 4.2 and Table- 4.2A it is very much clear that need deficiency as a whole (V_{19}) and one of its facet viz., autonomy (V_{17}) alongwith four job stressors viz; powerlessness (V_7), role ambiguity (V_2), unprofitability (V_{12}) and, role conflict (V_3) have emerged to predict health adjustment (V_{21})- a dimension of adjustment (DV) as F-values ranging from $F=14.103$ to 48.454 which are statistically found highly significant far beyond .01 level of confidence. This have been ascertained by another step of multiple regression analysis when it calculated t-values which have been given in Table- 4.2.A for coefficients as the obtained statistical values $t= 5.215$, $t=3.984$, $t=1.682$, $t=2.285$, $t=2.484$ and $t=2.284$ for (V_{19}), (V_7), (V_2), (V_{17}), (V_{12}), and (V_3) respectively are found to be highly significant. Therefore, the related null- hypotheses $Ho1$, $Ho14$, $Ho9$, $Ho5$, $Ho19$ and $Ho10$ are rendered rejected and all the remaining null- hypotheses (given in chapter-II PP) have been found accepted, as none the independent variables entered to the equation to predict health adjustment for the total sample of police personnel.

So far as V_{19} , V_2 , and V_{12} (IVs) are concerned the explanations have already been mentioned earlier in Table-4.1A. to home adjustment. In view of the above findings it clear that need deficiency as a whole and its one facet, autonomy as well as four stressors,- powerlessness, role ambiguity, unprofitability and role conflict are

significant predictors of health adjustment of police personnel as it hard fact that they can not be separated from work situations. As the findings reveal to the fact that police personnel's need deficiency is most likely to create adjustment problems to their health. They have the feeling that they did not get ample opportunity to participate in goal settings, there is no importance of their independent thinking, and the higher authority do not pay much attentions towards them and that is the reason why they experience in the problem of their health adjustment. In the same way the police personnel do not consider the organization more profitable especially when they compare it to the private organization. At the same time they experience improper information regarding role and its enactment. The findings are quite surprising and obvious but not beyond logical conditions. In defense of the findings, it is imperative to point out that work related conditions and work distribution systems in the Indian police organization are not up to the standard at par with international policing. Hence, police personnel have become conditioned to work under stressful conditions which most likely to be generated by powerlessness, role ambiguity, unprofitability and role conflict. Police personnel have the feeling of moderate level of powerlessness because of their decisions concerning to distribution of assignment, suggestions regarding training and now technologies and more over their opinion in

making appointments for important posts are not considered properly because of political and bureaucratic interference from the outside. Role ambiguity and powerlessness are the phenomena which are functionally highly related to each other. Role ambiguity in the most of the situations led to be police personnel to experience sense of powerlessness, hence, such conditions generate the problem of health adjustment, especially, at the mental health level--- a major reason and source leading to health adjustment. It is usually said that there must be coordination between mind and body; therefore, mental health is necessary for better coordination with individual's behaviour (i.e. verbal and gestural expressions) to give a sense of health adjustment.

The another important stressor is role conflict which arises in police personnel due to different officers hold quite different or conflicting role expectations to them. There is always interference in their working methods, they lack facilities, and proper training for implementing new strategies. All these above aspect put pressure on them, hence, their health adjustment is affected. There is no defined duty hours, so they lack time for physical exercise. The police personnel have high autonomy need. Autonomy to exercise power, especially, in maintaining law and order, play very significant role. Moderate or low-moderate level of autonomy in exercising power is usually instrumental for variations at

'health adjustment' level. Again, it is to mention that 'role ambiguity', 'powerlessness' and 'need for autonomy' are functionally highly interrelated, hence, explanation for autonomy' as predicator of 'health adjustment remains the same here as has already been mentioned above in the contexts of 'role ambiguity' and 'powerlessness'. In fact, there is always interference in their way of working by many organizations, media, politicians etc. So, the health adjustment of police personnel is affected. In spite of the above conditions the police personnel are forced to discharge their duties.

So far as social adjustment'(V₂₂)-(DV) in concerned it is evident from the Table-4.3 that the F-value (F=13.535) is highly significant even far beyond.01 level of confidence and consequently number of IVs viz., 'strenuous working condition' (V₁₁), 'poor peer relations (V₈) 'unreasonable group '& political pressure' (V₄) and 'role ambiguity' (V₂), facets of job stressors and different facets of, need' deficiency namely self-actualization (V₁₈), 'physiological needs' (V₁₄) and autonomy need (V₁₇) have been found to entered in the same sequence to predict 'social adjustment' (DV) as their obtained t-values ranging from maximum t-values ranging from maximum t=9.703 to the minimum t=2.354 are statistically found highly significant beyond .01 level of confidence that resulted to the rejection of related null-hypotheses –

Ho18, Ho6, Ho15, Ho2, Ho5, Ho11, and Ho9 (given in chapter II PP) As far as V_2 and V_{17} (IVs) are concerned the explanations remain more or less valid here too as have already been given in Table-4.1A and Table-4.2A respectively. The remaining IVs will be discussed here in relation to social adjustment of police personnel.

From the above results it is quite evident that three job stressors namely, 'role ambiguity' (V_2) 'strenuous working conditions' (V_{11}), 'poor peer relations' (V_8), and 'unreasonable group & political pressure' (V_4) are predicting social adjustment of police personnel. In case of strenuous working conditions, it is in fact true, that police job is highly stressful in the sense that their schedules of time and place are highly unpredictable which subsequently influence their social adjustment and it is to highlight that Indian police organization even are in the way of modernize the function but the whole system is not properly functioning because of large number of odd conditioning. The police personnel always perform their duties under tense circumstances, no doubt their assignments are quite risky and they have to solve complicated cases where public support is always problem for them. In many conditions the police personnel do not get support and cooperation even from their colleagues and they are not well equipped as well as trained. It is our day-to-day observation that in police functioning, there is always

interference of politicians and pressure from people. Hence, the social adjustment is influenced. Moreover, three facets viz; 'self-actualization' (V_{18}), 'physiological need' (V_{14}) and autonomy need (V_{17}) of need deficiency (IVs) influencing social adjustment (DV) of police personnel. Everybody wants to develop upward and actualize himself and also wants to fulfill at least the basic needs. Self-actualization (V_{18})- a dimension of need deficiency influencing social adjustment of police personnel. This aspect of one's personality is influenced mainly by 'role ambiguity', 'unreasonable group and political pressures', 'lack of autonomy', etc. if these are not adequately and sufficiently present in one's job then most likely these may inversely influence the fulfillment of self-actualization need and all such conditions become instrumental in influencing 'social adjustment' of all especially, here for the group of the police personnel. There may be the number of reasons for significant predictive influence of physiological need on social adjustment. It must be clarified at this juncture that in this modern age, physiological need must be substituted by wage and salary because without money, nothing can be fulfilled or achieved in this modern materialistic world. It is a matter of experience that in metropolitan city, even one can not drink a glass of water unless one can pay the money. So far as salaries of police personnel are concerned, it looks to be inadequate to fulfill needs of the

family adequately. If one feels difficulty in taking care of the family then how one can afford social gatherings where in most of the occasions people have to take with them gifts/presentations to offer which is a quite costly affair, hence, such aspect hamper 'social adjustment'. And if unfair and illegitimate means are adapted for minting money, even then 'social adjustment' is killed as it weakens one's social credibility. It has already been mentioned earlier that the phenomena of 'role ambiguity', 'role conflict', 'unreasonable group and political pressures', etc. ceases 'autonomy'. Unclear and ambiguous autonomy maximizes stress and it subsequently influences social adjustment as work experiences are most-likely to carried on to off-the-job situation, hence, are reflected in social inter-actions, influencing social adjustment. The police personnel are experiencing the deficiencies of these above needs and hence, their social adjustment is influenced.

Table 4.3
Stepwise Multiple Regression
Predictors (IVs) of Social (DV) –a dimension of Adjustment
Sample of Police Personnel (N= 1000)
ANOVA^L

Model	Sum of squares	df	Mean Squares	F	Sig.
1. Regression	473.352	1	473.352	23.327	.000a
Residual	20251.807	998	20.292		
Total	20725.159	999			
2. Regression	875.361	2	437.680	21.983	.000b
Residual	19849.798	997	19.910		
Total	20725.159	999			
3. Regression	1208.596	3	402.865	20.560	.000c
Residual	19516.563	996	19.595		
Total	20725.159	999			
4. Regression	1389.954	4	347.489	17.882	.000d
Residual	19335.202	995	19.432		
Total	20725.159	999			
5. Regression	1548.971	5	309.794	16.058	.000e
Residual	19176.188	994	19.292		
Total	20725.159	999			
6. Regression	1701.270	6	283.545	14.800	.000f
Residual	19023.889	993	19.158		
Total	20725.159	999			
7. Regression	1806.914	7	258.131	13.535	.000g
Residual	18918.245	992	19.071		
Total	20725.159	999			

- a. Predictors: (Constant), V_{11}
- b. Predictors: (Constant), V_{11} , V_{18}
- c. Predictors: (Constant), V_{11} , V_{18} , V_8
- d. Predictors: (Constant), V_{11} , V_{18} , V_8 , V_{14}
- e. Predictors (Constant), V_{11} , V_{18} , V_8 , V_{14} , V_{17}
- f. Predictors (Constant), V_{11} , V_{18} , V_8 , V_{14} , V_{17} , V_4
- g. Predictors (Constant), V_{11} , V_{18} , V_8 , V_{14} , V_{17} , V_4 , V_2
- h. Dependent Variable: V_{22}

Table – 4.3A
Coefficient showing the Real Predictor Variable^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	9.860	.571		17.280	.000
V ₁₁	.203	.042	.151	4.830	.000
2 (Constant)	11.201	.639		17.525	.000
V ₁₁	.211	.042	.157	5.054	.000
V ₁₈	-.411	.091	-.139	-4.494	.000
3 (Constant)	12.171	.676		17.997	.000
V ₁₁	.240	.042	.179	5.720	.000
V ₁₈	-.392	.091	-.133	-4.130	.000
V ₈	-.188	.045	-.129	-4.124	.000
4 (Constant)	10.668	.834		12.790	.000
V ₁₁	.256	.042	.191	6.085	.000
V ₁₈	-.421	.091	-.143	-4.65	.000
V ₈	-.169	.046	-.116	-3.698	.000
V ₁₄	.116	.038	.096	3.055	.002
5 (Constant)	11.226	.853		13.153	.000
V ₁₁	.248	.042	.184	5.887	.000
V ₁₈	-.347	.094	-.118	-3.686	.000
V ₈	-.167	.046	-.115	-3.662	.000
V ₁₄	.151	.040	.125	3.802	.000
V ₁₇	-.125	.044	0.097	-2.871	.004
6 (Constant)	9.736	1.001		9.722	.000
V ₁₁	.208	.044	.155	4.689	.000
V ₁₈	-.357	.094	-.121	-3.798	.000
V ₈	-.174	.045	-.119	3.818	.000
V ₁₄	.163	.040	.135	4.106	.000
V ₁₇	-.124	.043	-.096	2.850	.004
V ₄	.128	.045	.092	2.820	.005
7 (Constant)	10.992	1.133		9.703	.000
V ₁₁	.210	.044	.156	4.748	.000
V ₁₈	-.350	.094	.119	-3.731	.000
V ₈	-.188	.046	-.129	-4.105	.000
V ₁₄	.154	.040	.128	3.863	.000
V ₁₇	-.142	.044	-.110	-3.226	.001
V ₄	.147	.046	.106	3.196	.001
V ₂	-9.37E-02	.040	-.076	-2.354	.019

A Dependent variable V₂₂

Table 4.4
Stepwise Multiple Regression
Predictors (IVs) of Emotional(DV) –a dimension of Adjustment
Sample of Police Personnel (N= 1000)
ANOVA^e

Model	Sum of squares	df	Mean Square	F	Sig.
1. Regression	863.767	1	863.767	50.833	.000 ^d
Residual	16958.389	998	16.992		
Total	17822.156	999			
2. Regression	1322.110	2	661.055	39.944	.000 ^b
Residual	16500.046	997	16.550		
Total	17822.156	999			
3. Regression	1469.207	3	489.736	29.828	.000 ^c
Residual	16352.949	996	16.419		
Total	17822.156	999			
4. Regression	1566.343	4	391.586	23.969	.000 ^d
Residual	16255.813	995	16.338		
Total	17822.156	999			

- a. Predictors: (Constant), V₁₉
b. Predictors: (Constant), V₁₉, V₁₃
c. Predictors: (Constant), V₁₉, V₁₃, V₁₂
d. Predictors: (Constant), V₁₉, V₁₃, V₁₂, V₈
e. Dependent Variable: V₂₃

Table – 4.4 A**Coefficient showing the Real Predictor Variable^a**

Model	Unstandardized Coefficient		Standardized Coefficient	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	9.407	.487		19.318	.000
V ₁₉	-7.47E-02	.010	-.220	-7.130	.000
2 (Constant)	3.999	1.135		3.525	.000
V ₁₉	-6.46E-02	.011	-.190	-6.145	.000
V ₁₃	3.662E-02	.007	.163	5.263	.000
3 (Constant)	4.061	1.130		3.593	.000
V ₁₉	-6.21E-02	.011	-.183	-5.907	.000
V ₁₃	4.519E-02	.007	.201	6.026	.000
V ₁₂	-.190	.063	-.098	-2.993	.003
4 (Constant)	4.194	1.129		3.715	.000
V ₁₉	-7.43E-02	.012	-.219	-6.395	.000
V ₁₃	4.210E-02	.008	.187	5.548	.000
V ₁₂	-.183	.063	-.095	-2.894	.004
V ₁₈	.224	.092	.082	2.438	.015

A Dependent variable V₂₃

In the Table-4.4 the influence of predictor variables (IVs) have been shown for the 'emotional (V_{23})- a dimension of adjustment (DV) and the F-value ($F=23.969$) found to be highly significant which denote that there are certainly some predictor variables (IVs) significantly influencing one of the adjustment dimension namely 'emotional'. It is amply clear from the Table- 4.4A that the IVs that entered to the equation are 'total need deficiency (V_{19}), 'total job stressors' (V_{13}), 'unprofitability' (V_{12}) – a dimension of job stressors and 'self-actualization' (V_{18})-a dimension of need deficiency that significantly influence 'emotional (V_{23})- a dimension of adjustment (DV). As their corresponding t-values given in the Table- 4.4A ranging from maximum $t=6.395$ to the minimum $t=2.438$ are highly significant beyond .01 level of confidence. And hence, relative null hypotheses H_{o1} , H_{o7} , H_{o19} and V_{o6} given in chapter II PP) rendered rejected.

It is very much clear from the above findings given in Table- 4.4 & Table- 4.4 A, that need deficiency, job stressors as whole and one dimension of each viz; 'unprofitability'(a dimension of job stressors) and self-actualization' (a dimensions of need deficiency) are significant predictors of emotional adjustment of police personnel as it is fact that emotional aspect of an individual can't be separated even in the job situations. Emotional adjustment usually is found to get disturbed when

there is a feeling and experience of lack of need-fulfillment. If needs are adequately fulfilled then 'emotional adjustment' is high and on the other hand, emotional adjustment is most likely to get disturbed when need especially, higher under needs (esteem, autonomy and self-actualization needs) are not adequately fulfilled. Emotional aspect is one of the important factor and source of normal human behavior and human adjustment. When any individual in his/her profession reaches to the position where he/she starts realizing about the fulfillment of 'self-actualization need, then absence of avenues for the fulfillment of this need affects emotional adjustment. Hence, this may be the case with police personnel. It is quite evident from scores of researches that stress and adjustment are inversely related, hence, the same assertion stands true here in case of 'job stressors' and 'emotional adjustment'. It is a matter of fact that 'job stressors' is an aspect which is most likely to produce negative work related behavior through imbalance emotional adjustment. When people doing their job they carry emotions with them. Similar type of explanations has been given in Table-4.1 & Table- 4.3. A significant predictor variable i.e. job stressors is an important indicator of emotional adjustment. The roles, functions and nature of duties of police personnel are different than other professionals. They constantly discharge their duties under stress, so they usually experience low level

of emotional adjustment. That is why such conditions lead to them to commit unlawful acts even suicide, homicides sometimes it is observed that inspite of higher job stressors and emotionally unbalance they prefer to remain in the same profession because of some other tangible and non-tangible benefits. However, it is matter of fact that job stressors are negative predictor of adjustment, whether home, health, social, emotional, usually in all cases and especially in case of police personnel.

Stepwise multiple regression analysis statistics has been adopted to analyze the data for identifying the real predictors of criterion variable. Here predictors variables are the different facets of need deficiency and job stressors and overall scores whereas, criterion variable is adjustment. For the purpose of describing and discussing results the table of ANOVA and table of coefficient have been taken into account. Table-4.5 and Table-4.5A indicate that predictor variables significantly influence total adjustment of police personnel. Table- 4.5 highlights significant F-value whereas Table- 4.5A provides the sequence of predictor variables that once the dependent variable viz; adjustment. The predictor variables that emerged to influence are –‘need deficiency’ (V_{19}), ‘role ambiguity’ (V_2), ‘powerlessness’ (V_7), ‘strenuous working condition’ (V_{11}), and ‘unprofitability’ (V_{12}) as their corresponding statistical values $t = 7.667$, $t = 3.167$, $t = 2.780$, $t = 2.825$, and $t = 2.803$ are found to

be highly significant. As consequent to the findings null-hypotheses Ho1, Ho9, Ho14, Ho18, and Ho19 (given in chapter II PP) get rejected. Apart from these null-hypotheses the remaining null-hypotheses are found to be accepted.

Table 4.5
Stepwise Multiple Regression
Predictors (IVs) of Total Adjustment (DV)
Sample of Police Personnel (N= 1000)
ANOVA^f

Model	Sum of squares	df	Mean Square	F	Sig.
1. Regression	11783.629	1	11783.629	88.938	.000 ^a
Residual	132226.9	998	132.492		
Total	144010.6	999			
2. Regression	12876.588	2	6438.294	48.950	.000 ^b
Residual	131138.0	997	131.529		
Total	144010.6	999			
3. Regression	13873.770	3	4624.590	35.394	.000 ^c
Residual	130136.8	996	130.659		
Total	144010.6	999			
4. Regression	14630.482	4	3657.621	28.129	.000 ^d
Residual	129380.1	995	130.030		
Total	144010	999			
5. Regression	15645.129	5	3129.026	24.230	.000 ^e
Residual	128365.4	994	129.140		
Total	144010.6	999			

a. Predictors: (Constant), V₁₉

b. Predictors: (Constant), V₁₉, V₂

c. Predictors: (Constant), V₁₉, V₂, V₇

d. Predictors: (Constant), V₁₉, V₂, V₇, V₁₁

e. Predictors: (Constant), V₁₉, V₂, V₇, V₁₁, V₁₂

f. Dependent Variable: V₂₄

Table – 4.5 A**Coefficient showing the Real Predictor Variable^a**

Model	Unstandardized Coefficient		Standardized Coefficient	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	43.818	1.360		32.224	.000
V ₁₉	-.276	.029	-.286	-9.431	.000
2 (Constant)	38.903	2.178		17.864	.000
V ₁₉	-.253	.030	-.262	-8.365	.000
V ₂	.295	.102	.090	2.883	.004
3 (Constant)	35.528	2.491		14.264	.000
V ₁₉	-.246	.030	-.255	-8.125	.000
V ₂	.343	.104	.105	3.312	.001
V ₇	.327	.118	.084	2.763	.006
4 (Constant)	32.104	2.862		11.219	.000
V ₁₉	-.236	.030	-.245	-7.748	.000
V ₂	.324	.104	.099	3.134	.002
V ₇	.298	.119	.077	2.508	.012
V ₁₁	.262	.109	.074	2.412	.016
5 (Constant)	34.372	2.964		11.595	.000
V ₁₉	-.233	.030	-.241	-7.667	.000
V ₂	.327	.103	.100	3.167	.002
V ₇	.330	.119	.085	2.780	.006
V ₁₁	.310	.110	.087	2.825	.005
V ₁₂	-.469	.167	-.086	2.803	.005

A Dependent variable V₂₄

In the light of the above findings given in Table-4.5 and Table-4.5A it seems quite logical that five predictors namely need deficiency as whole and four job stressors-role ambiguity, powerlessness, strenuous working condition, and unprofitability are significant predictors of total adjustment of police personnel as it is true that adjustment to any situation has its significance. As it is clear from the findings that police personnel need deficiency is most likely to create adjustment problem. Due to shortage of time they are unable to pay full attention to their family. They do not get enough time to share with family and even in most of cases they spent longer period away from family as they have transferable jobs. Their health is also affected. They do not get ample opportunity to satisfy their social needs. They have little autonomy to take their own decisions as they face many inside and outside pressures. Sometimes they humiliated by their seniors or higher officials. During data collection it was reported that they receive very less salary as compared to the other government employees. Similarly higher role ambiguity, powerlessness, strenuous working conditions and unprofitability are also likely to become instrumental for mal-adjustment. There are no clear cut instructions for police personnel to perform their jobs. Their interests are not kept in mind when important decisions are taken. The working conditions are not conducive and they get less salary in comparison to the quantum of their work. But in spite of all these odd conditions they try to adjust themselves because of some other tangible and intangible benefits. All these predictor variables have been rationally discussed in the proceeding pages of this chapter in different contexts. In the light of the discussions on these five predictor variables, it is imperative to mention that these IVs should be given proper care to enhance overall adjustment. If over-all adjustment is maintained then, in

view of the present investigator, adequate success will be attained in which other facets of adjustment automatically get neutralized.

Table 4.6
Stepwise Multiple Regression
Predictors (IVs) of Home (DV) –a dimension of Adjustment
Sample of Junior Police Officer (NGO) (N= 800)
ANOVA^d

Model	Sum of squares	df	Mean Square	F	Sig.
1. Regression	1111.517	1	1111.512	81.213	.000 ^a
Residual	10921.776	798	13.686		
Total	12033.289	799			
2. Regression	1610.049	2	805.024	61.555	.000 ^b
Residual	10423.240	797	13.078		
Total	12033.289	799			
3. Regression	1772.236	3	590.745	45.827	.000 ^c
Residual	10261.053	796	12.891		
Total	12033.289	799			
4. Regression	1861.896	4	465.474	36.382	.000 ^d
Residual	10171.392	795	12.794		
Total	12033.289	799			
5. Regression	1921.494	5	384.299	30.176	.000 ^e
Residual	10111.794	794	12.735		
Total	12033.289	799			
6. Regression	1972.021	6	328.670	25.905	.000 ^f
Residual	10061.267	793	12.688		
Total	12033.289	799			

a. Predictors: (Constant), V₁₇

b. Predictors: (Constant), V₁₇, V₂

c. Predictors: (Constant), V₁₇, V₂, V₁₂

d. Predictors: (Constant), V₁₇, V₂, V₁₂, V₃

e. Predictors: (Constant), V₁₇, V₂, V₁₂, V₃, V₇

f. Predictors: (Constant), V₁₇, V₂, V₁₂, V₃, V₇, V₁₄

g. Dependent Variable: V₂₀

Table – 4.6A
Coefficient showing the Real Predictor Variable^a

Model	Unstandardized Coefficient		Standardized Coefficient	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	8.904	.353		25.255	.000
V ₁₇	-.344	.038	-.304	-9.012	.000
2 (Constant)	5.092	.707		7.202	.000
V ₁₇	-.274	.039	-.242	-7.025	.000
V ₂	.237	.038	.213	6.174	.000
3 (Constant)	6.710	.837		8.015	.000
V ₁₇	-.274	.039	-.242	-7.079	.000
V ₂	.230	.038	.206	6.016	.000
V ₁₂	-.213	.060	-.116	-3.547	.003
4 (Constant)	5.583	.936		5.961	.000
V ₁₇	-.248	.040	-.219	-6.239	.000
V ₂	.182	.042	.163	4.320	.000
V ₁₂	-.232	.060	-.127	-3.857	.000
V ₃	.108	.041	.102	2.647	.008
5 (Constant)	6.192	.976		6.346	.000
V ₁₇	-.241	.040	-.213	-6.062	.000
V ₂	.175	.042	.157	4.146	.000
V ₁₂	-.211	.061	-.115	-3.471	.001
V ₃	.105	.041	.100	2.596	.010
V ₇	-9.66E-02	.045	-.072	-2.163	.031
6 (Constant)	7.312	1.124		6.507	.000
V ₁₇	-.224	.041	-.198	-5.512	.000
V ₂	.174	.042	.156	4.141	.000
V ₁₂	-.223	.061	-.122	-3.655	.000
V ₃	8.627E-02	.042	.082	2.072	.039
V ₇	-.105	.045	-.079	-2.345	.019
V ₁₄	-7.47E-02	.037	-.071	-1.996	.049

A Dependent variable V₂₀

Table- 4.6 highlights the influence of IVs on one of the dimension of adjustment (DV) viz., home adjustment (V_{20}), of junior police officers. (NGO) as F-values ($F=25.905$) is significant well beyond .01 level of confidence. Isolating the predictors the, Table- 4.6A indicates that 'autonomy need' (V_{17}), 'role ambiguity' (V_2), 'unprofitability' (V_{12}), role conflict (V_3), 'powerlessness' (V_7), and 'physiological needs' (V_{14}) have emerged to significantly influence home adjustment (DV), as their t-values $t= 5.512$., $t=4.141$, $t=3.655$, $t=2.072$, $t=2.345$ and $t= 1.996$ are found to be highly significant far beyond .01 level of confidence. Therefore the related null-hypotheses H_{o5} , H_{o9} , H_{o14} , and H_{o2} (given in Chapter II pp) found to be rejected.

The findings seems to be quite logical in the sense that two predictors viz., 'autonomy need' and 'physiological need' facets of need deficiency as well as four predictors namely 'role ambiguity', 'unprofitability', 'role conflict' and powerlessness, all facets of job stressors are significant predictors of adjustment at home as it is matter of fact that home and the job situations can not be thought separately. So far as V_2 and V_{12} are concerned the logical explanations given in Table 4.1-A remain valid here. As far as V_7 and V_3 are concerned, the results are not surprising and quiet relevant as junior police officers have no role to play in policy & decision making process. They are always at the

disposal of their higher officers. They get contradictory instructions from their officers. Their working methods and techniques are always in questions because they are concerned with grass root work. Due to all these the junior officers are sandwich not only between their higher officers but between public and their own officials. They get almost negligible freedom to carry out their duties. Such experiences from job situation affect home adjustment of junior police officers. But in spite of all these conditions the junior police officers try to make balance at their home.

One of the dimensions of adjustment (DV) viz; health (V_{21}) is also found to be predicted by some of the independent variables as F-value ($F= 11.329$) given in Table-4.7 is highly significant for beyond .01 level of confidence. Going further into the depth of the analysis it is found that predictor variables namely 'role conflict' (V_3); 'unprofitability' (V_{12}); 'physiological need' (V_{14}); 'unreasonable group & political pressure' (V_4); 'strenuous working condition' (V_{11}); 'role ambiguity' (V_2); 'poor peer relations' (V_8); and 'under participation' (V_6) are important variables contributing and predicting 'health adjustment' as their statistical values $t=2.926$; $t= 3.826$, $t=3.543$, $t=-3.078$, $t= 2.479$, $t= 2.440$, $t=2.991$, and $t=-2.024$, are significant beyond .01 level. As a result of the emergence of these significant predictors related multi-hypotheses H_{010} , H_{019} , H_{02} ,

Ho11, Ho18, Ho9, Ho15, Ho211 rendered rejected (given in Chapter II pp) whereas as the remaining null-hypotheses get accepted.

Table 4.7
Stepwise Multiple Regression
Predictors (IVs) of Health (DV) –a dimension of Adjustment
Sample of Junior Police Officer (NGO) (N= 800)
ANOVA^L

Model	Sum of squares	df	Mean Square	F	Sig.
1. Regression	406.594	1	406.594	36.521	.000 ^a
Residual	8884.281	798	11.133		
Total	9290.875	799			
2. Regression	533.956	2	266.978	24.299	.000 ^b
Residual	8756.919	797	10.987		
Total	9290.875	799			
3. Regression	687.386	3	229.129	21.199	.000 ^c
Residual	8603.489	796	10.808		
Total	9290.875	799			
4. Regression	734.225	4	183.564	17.055	.000 ^d
Residual	8556.620	795	10.763		
Total	9290.875	799			
5. Regression	797.303	5	159.461	14.907	.000 ^e
Residual	8493.572	794	10.697		
Total	9290.875	799			
6. Regression	856.440	6	141.740	13.420	.000 ^f
Residual	8434.435	793	10.636		
Total	9290.875	799			
7. Regression	911.934	7	130.276	12.314	.000 ^g
Residual	8378.941	792	10.579		
Total	9290.875	799			
8. Regression	995.117	8	119.390	11.329	.000 ^k
Residual	8335.758	791	10.38		
Total	9290.875	799			
a. Predictors: (Constant), V ₃ b. Predictors: (Constant), V ₃ , V ₁₂ c. Predictors: (Constant), V ₃ , V ₁₂ , V ₁₄ d. Predictors: (Constant), V ₃ , V ₁₂ , V ₁₄ , V ₄ e. Predictors: (Constant), V ₃ , V ₁₂ , V ₁₄ , V ₄ , V ₁₁ f. Predictors: (Constant), V ₃ , V ₁₂ , V ₁₄ , V ₄ , V ₁₁ , V ₂ g. Predictors: (Constant), V ₃ , V ₁₂ , V ₁₄ , V ₄ , V ₁₁ , V ₂ , V ₈ h. Predictors: (Constant), V ₃ , V ₁₂ , V ₁₄ , V ₄ , V ₁₁ , V ₂ , V ₈ , V ₆ i. Dependent Variable: V ₂₁					

Table – 4.7A
Coefficient showing the Real Predictor Variable^a

Model	Unstandardized Coefficient		Standardized Coefficient	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.894	.517		5.594	.000
V ₃	.194	.032	.209	6.043	.000
2 (Constant)	4.108	.626		6.567	.000
V ₃	.202	.032	.0218	6.326	.000
V ₁₂	-.189	.055	-.117	-3.405	.001
3 (Constant)	6.285	.848		7.413	.000
V ₃	.161	.034	.174	4.802	.000
V ₁₂	-.210	.055	-.131	-3.800	.000
V ₁₄	-.127	.034	-.137	-3.768	.000
4 (Constant)	7.172	.947		7.575	.000
V ₃	.182	.035	.196	5.207	.000
V ₁₂	-.202	.055	-.126	-3.665	.000
V ₁₄	-.132	.034	-.142	-3.915	.000
V ₄	-7.91E-02	.038	-.075	-2.087	.037
5 (Constant)	6.722	.962		6.988	.000
V ₃	.165	.035	.178	4.658	.000
V ₁₂	-.222	.056	-.138	-3.987	.000
V ₁₄	-.129	.034	-.139	-3.831	.000
V ₄	-.189	.040	-.103	-2.727	.007
V ₁₁	9.570E-02	.039	.092	2.428	.015
6 (Constant)	6.095	.995		6.123	.000
V ₃	.126	.039	.136	3.230	.001
V ₁₂	-.208	.056	-.129	-3.230	.001
V ₁₄	-.127	.033	-.137	-3.783	.000
V ₄	-.199	.040	-.133	-2.979	.003
V ₁₁	9.998E-02	.039	.096	2.541	.011
V ₂	9.008E-02	.038	.092	2.358	.000
7 (Constant)	5.533	1.023		5.410	.000
V ₃	.124	.039	.134	3.198	.001
V ₁₂	-.226	.056	-.140	-4.013	.000
V ₁₄	-.118	.034	-.128	-3.511	.000
V ₄	-.129	.040	-.123	-3.222	.001
V ₁₁	9.767E-02	.039	.089	2.342	.019
V ₂	.104	.039	.106	2.697	.007
V ₈	9.177E-02	.040	.081	2.290	.002
8 (Constant)	5.938	1.040		5.709	.000
V ₃	.115	.039	.124	2.926	.004
V ₁₂	-.216	.056	-.134	-3.824	.000
V ₁₄	-.119	.034	-.128	-3.543	.000
V ₄	-.123	.040	-.117	-3.078	.002
V ₁₁	9.767E-02	.039	.094	2.479	.013
V ₂	9.467E-02	.039	.097	2.440	.015
V ₈	.137	.046	.122	2.991	.003
V ₆	-7.21E-02	.036	-.083	-2.024	.043

A Dependent variable V₂₁

The earlier discussion with regard to V_3 , V_{12} , and V_2 in relation to health adjustment stand valid here (Table-4.2A). The remaining IVs will be discussed here. Since the physiological needs are not fulfilled satisfactorily and adequately, naturally the health adjustment will be influenced. So far as V_4 , V_{11} , V_8 and V_6 are concerned, it is not surprising that junior police officers not only perform their duties under pressure of their own superiors but they discharge their duties under political pressures too. Due to various group pressures, even unwillingly they violate procedures, policies and laws. Now-a-days it is regular feature to put political pressures on police. The working conditions –physical and mental, of police is not upto the mark. The working conditions are not satisfactorily from the point of view of welfare and convenience. It has been observed during data collection that junior police officers do not have even minimum physical facilities to work. Many were discharging their duties under tree. They are not equip with modern technologies while dealing with anti-social elements. Moreover, the ratio between police and public is much widen day by day. Mutual relationship among police is not found very healthy. Sometimes they defame others for their own benefits, so there is less cooperation. The opinions of junior police

officer are not given due importance. All these affect the health adjustment of junior police officers.

Table 4.8
Stepwise Multiple Regression
Predictors (IVs) of Social (DV) –a dimension of Adjustment
Sample of Junior Police Officer (NGO) (N= 800)
ANOVA^L

Model	Sum of squares	df	Mean Square	F	Sig.
1. Regression	533.224	1	533.224	30.472	.000 ^a
Residual	13963.956	798	17.499		
Total	14497.180	799			
2. Regression	786.176	2	393.088	22.850	.000 ^b
Residual	13711.004	797	17.203		
Total	14497.180	799			
3. Regression	1024.456	3	341.485	20.176	.000 ^c
Residual	13472.724	796	16.672		
Total	14497.180	799			
4. Regression	1242.840	4	310.710	18.636	.000 ^d
Residual	13254.340	795	16.672		
Total	14497.180	799			
5. Regression	1313.550	5	262.710	15.822	.000 ^e
Residual	13183.630	794	16.604		
Total	14497.180	799			
6. Regression	1392.516	6	232.086	14.044	.000 ^f
Residual	13.104.664	793	16.525		
Total	14497.180	799			

a. Predictors: (Constant), V₁₈

b. Predictors: (Constant), V₁₈, V₅

c. Predictors: (Constant), V₁₈, V₅, V₄

d. Predictors: (Constant), V₁₈, V₅, V₄, V₁₄

e. Predictors: (Constant), V₁₈, V₅, V₄, V₁₄, V₈

f. Predictors: (Constant), V₁₈, V₅, V₄, V₁₄, V₈, V₁₁

g. Dependent Variable: V₂₂

Table – 4.8A
Coefficient showing the Real Predictor Variable^a

Model	Unstandardized Coefficient		Standardized Coefficient	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	14.042	.381		36.872	.000
V ₁₈	-.542	.098	-.192	-5.520	.000
2 (Constant)	15.839	.516		29.840	.000
V ₁₈	-.478	.099	-.169	-4.838	.000
V ₅	-.190	.050	-.134	-3.835	.000
3 (Constant)	12.911	.835		15.457	.000
V ₁₈	-.476	.098	-.169	-4.864	.000
V ₅	-.202	.049	-.143	-4.103	.000
V ₄	.168	.045	.128	3.752	.000
4 (Constant)	10.972	.987		11.114	.000
V ₁₈	-.482	.097	-.171	-4.957	.000
V ₅	-.210	.049	-.148	-4.284	.000
V ₄	.198	.045	.151	4.371	.000
V ₁₄	.144	.040	.125	3.619	.000
5 (Constant)	11.427	1.010		11.318	.000
V ₁₈	-.474	.097	-.168	-4.886	.000
V ₅	-.176	.052	-.124	-3.403	.001
V ₄	.208	.045	.159	4.584	.000
V ₁₄	.132	.040	.115	3.291	.001
V ₈	-.106	.052	-.075	-2.064	.039
6 (Constant)	10.586	1.078		9.818	.000
V ₁₈	-.470	.097	-.167	-4.858	.000
V ₅	-.174	.052	-.122	-3.374	.001
V ₄	.171	.048	.131	3.539	.000
V ₁₄	.141	.040	.122	3.496	.000
V ₈	-.118	.052	-.084	-2.289	.022
V ₁₁	.105	.048	.081	2.186	.029

A Dependent variable V22

Adjustment (DV) dimension viz; social (V_{22}) has been found to be predicted as F-values given in Table- 4.8 is highly significant and by extending the analysis, the results of which is given in Table-4.8 A which clearly reveals that six predictor variables viz. 'self actualization' (V_{18}), 'a dimension of need deficiency; 'responsibility for persons' (V_5)- a dimension of job stressors; 'unreasonable group and political pressure' (V_4) – again, a dimension of job stressors; 'physiological need' (V_{14})- a dimension of need deficiency and 'poor peer relations'(V_8) as well as 'strenuous working condition' (V_{11})- both the dimension of job stressors have emerged to influence 'social adjustment' (V_{22}) – a dimension of adjustment (DV) of junior police officers (NGO). Therefore related null-hypotheses Ho6, Ho12, Ho11, Ho2, Ho15, and Ho18 (given in chapter II pp) are found rejected. It is very interesting to point out here that junior police personnel have the feeling of responsibility for persons. The average scores obtained on this dimension is quite high. It means that they have the feeling of having responsibilities of others. They are also concern about the future of others. Hence, the social adjustment is influenced. As far as other independent variables viz; V_{18} , V_4 , V_{14} , V_8 , and V_{11} are concerned, the explanation of these IVs have already been given in Table- 4.3 A because similar patterns of results have been obtained for junior police personnel as in witnessed from Table - 4.3 and Table -4.3A.

Table 4.9
Stepwise Multiple Regression
Predictors (IVs) of Emotional (DV) –a dimension of Adjustment
Sample of Junior Police Officer (NGO) (N= 800)
ANOVA^L

Model	Sum of squares	df	Mean Square	F	Sig.
1. Regression	667.721	1	667.721	43.097	.000 ^a
Residual	12363.777	798	15.493		
Total	13031.499	799			
2. Regression	1001.516	2	500.758	33.176	.000 ^b
Residual	12029.983	797	15.094		
Total	13031.499	799			
3. Regression	1268.362	3	422.787	28.610	.000 ^c
Residual	11763.035	796	14.778		
Total	13031.499	799			
4. Regression	1393.464	4	348.366	23.797	.000 ^d
Residual	11638.499	795	14.639		
Total	13031.499	799			
5. Regression	1488.149	5	297.630	20.472	.000 ^e
Residual	11543.350	794	14.538		
Total	13031.499	799			

a. Predictors: (Constant), V₂

b. Predictors: (Constant), V₂, V₁₉

c. Predictors: (Constant), V₂, V₁₉, V₈

d. Predictors: (Constant), V₂, V₁₉, V₈, V₁₂

e. Predictors: (Constant), V₂, V₁₉, V₈, V₁₂, V₁₈

f. Dependent Variable: V₂₃

Table – 4.9A
Coefficient showing the Real Predictor Variable^a

Model	Unstandardized Coefficient		Standardized Coefficient	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.195	.559		3.926	.000
V ₂	.262	.040	.226	6.565	.000
2 (Constant)	5.692	.926		6.147	.000
V ₂	.197	.042	.170	4.173	.000
V ₁₉	-5.82E-02	.012	-.170	-4.703	.000
3 (Constant)	3.784	1.020		3.708	.000
V ₂	.220	.042	.190	5.274	.000
V ₁₉	-5.82E-02	.012	-.160	-4.464	.000
V ₈	.193	.045	.144	4.249	.000
4 (Constant)	5.100	1.111		4.591	.000
V ₂	.214	.042	.185	5.154	.000
V ₁₉	-5.82E-02	.012	-.164	-4.601	.000
V ₈	.217	.046	.163	4.733	.000
V ₁₂	-.190	.065	-.100	-2.923	.004
5 (Constant)	5.061	1.107		4.571	.000
V ₂	.202	.042	.174	4.842	.000
V ₁₉	-6.91E-02	.013	-.201	-5.242	.000
V ₈	.204	.046	.153	4.424	.000
V ₁₂	-.191	.065	-.100	-2.939	.003
V ₁₈	.248	.097	.093	2.552	.011

A Dependent variable V₂₃

The findings given in Table-4.9 reveals that IVs have their significance on adjustment (DV) dimension viz; 'emotional' (V_{23}) as values of $F=20.472$ is found to be highly significant well beyond .01 level of confidence. Extending to this result it is evident from Table- 4.9A that five independent variables emerged as predictors of non-gazetted officers of police' emotion (V_{23}) one of the dimensions of adjustment (DV). The Table- 4.9A revealed the fact that 'role ambiguity' (V_2); 'overall need deficiency' (V_{19}); 'poor peer relations' (V_8); 'unprofitability' (V_{12}); and 'self-actualization' (V_{18}) have emerged as significant predictors as their statistical values $t=4.842$, $t=5.242$, $t=4.424$, $t=2.939$, and $t=2.552$ are highly significant, hence, related null-hypotheses H_{o2} , H_{o1} , H_{o15} , H_{o19} , and H_{o6} (given in chapter II pp) are found rejected.

In support of the above findings it is important to point out here that with regard to emotion at work that is very significant behavioural aspect which plays a key role in reflecting organizational images and organizational effectiveness as well. So far as V_{19} , V_{12} and V_{18} are concerned, the explanations have already been given in Table- 4.4A except the degree and quantum of V_{19} , V_{12} effects on emotional aspect of junior police officers (NGO). Here it is little bit less in degree. Due to role ambiguity and poor peer relation of NGO the emotion is affected. Desperate junior police officers (NGO) hoping to manage their emotions

frequently turn to alcohol and drugs. Unfortunately, these substances are feeble coping tools and they create problems of their own, which are normally more life threatening than the original job stressors. Daily we come across suicide, outburst acts of police and this is due to emotional instability.

Table 4.10

**Stepwise Multiple Regression
Predictors (IVs) of Total Adjustment (DV)
Sample of Junior Police Officers (NGO) (N= 800)
ANOVA^L**

Model	Sum of squares	df	Mean Square	F	Sig.
1. Regression	7311.552	1	7311.552	74.236	.000 ^a
Residual	78595.443	798	98.491		
Total	85906.995	799			
2. Regression	10827.428	2	5413.714	57.469	.000 ^b
Residual	75079.567	797	94.203		
Total	85906.995	799			
3. Regression	11682.944	3	3894.315	41.764	.000 ^c
Residual	74224.051	796	93.246		
Total	85906.995	799			
4. Regression	12728.962	4	3182.240	34.572	.000 ^d
Residual	73178.033	795	92.048		
Total	85906.995	799			
5. Regression	13125.435	5	2625.087	28.638	.000 ^e
Residual	72781.560	794	91.664		
Total	85906.995	799			

a. Predictors: (Constant), V₁₇

b. Predictors: (Constant), V₁₇, V₂

c. Predictors: (Constant), V₁₇, V₂, V₃

d. Predictors: (Constant), V₁₇, V₂, V₃, V₁₂

e. Predictors: (Constant), V₁₇, V₂, V₃, V₁₂, V₁₁

f. Dependent Variable: V₂₄

Table – 4.10 A
Coefficient showing the Real Predictor Variable^a

Model	Unstandardized Coefficient		Standardized Coefficient	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	37.315	.946		39.452	.000
V ₁₇	-.882	.102	-.292	-8.616	.000
2 (Constant)	27.192	1.898		14.328	.000
V ₁₇	-.696	.105	-.230	-6.652	.000
V ₂	.629	.103	.211	6.109	.000
3 (Constant)	23.282	2.287		10.180	.000
V ₁₇	-.617	.107	-.204	-5.683	.000
V ₂	.485	.113	.163	4.490	.000
V ₃	.330	.109	.117	3.209	.003
4 (Constant)	26.890	2.512		10.705	.000
V ₁₇	-.606	.107	-.201	-5.683	.000
V ₂	.446	.113	.150	3.954	.000
V ₃	.375	.109	.133	3.437	.001
V ₁₂	-.544	.161	-.111	-3.371	.001
5 (Constant)	25.274	2.264		9.631	.000
V ₁₇	-.610	.106	-.202	-5.726	.000
V ₂	.449	.113	.151	3.981	.000
V ₃	.311	.113	.111	2.754	.006
V ₁₂	-.598	.163	-.122	-3.668	.000
V ₁₁	.228	.110	.073	2.080	.008

A: Dependent variable V₂₄

Table-4.10 highlights the influence of predictors on total adjustment (V_{24}). Here, before describing the results it seems warranted to mention that adjustment is a very important indicator of effective work and family life satisfaction. Without adjustment it is difficult to have commitment towards work and family to the greater extent. From Table-4.10 it is vividly clear that IVs have their influence on 'adjustment' (DV) as $F=28.638$ given in the table is highly significant far beyond the .01 level of confidence. And in-depth stepwise analysis provides a very clear picture that how number of predictors entered to the equation serially one after the other. The predictor variables entered first to predict. Total adjustment' (DV) is 'autonomy need' (V_{17}) thereafter 'role ambiguity' (V_2), 'role conflict' (V_3), 'unprofitability' (V_{12}), and 'strenuous working condition' (V_{11}) emerged as predictors of total adjustment as their statistical values $t=5.726$, $t=3.981$, $t=2.754$, $t=3.668$ and $t=2.088$ respectively. Hence, our proposed null-hypotheses Ho_5 , H_9 , Ho_{10} , Ho_{19} , and Ho_{18} rendered rejected (given in Chapter II pp)

In defense of the afore mentioned findings there is no need to elaborate V_2 , V_{12} , and V_{11} as the explanations have already been given in Table- 4.5A which is very much relevant here too. But so far as V_{17} and V_3 are concerned it is very imperative to mention here our opinion with regard to the junior police officers (NGO) autonomy need at work that this

is a very important aspect which plays crucial role in organizational development. They feel less autonomy at work as the colonial approach which does not grant autonomy at lower level. But it is demand of modern age to provide greater autonomy because giving autonomy to employees at work with the modern philosophy and approach that it will develop greater sense of responsibility, will enhance employees' commitment and their organizational involvement for healthy and effective organizational functions leading to organizational growth and development. This is only be possible if the junior police officers are well adjusted to their work place.

Another independent variable which is significantly influencing total adjustment is "role conflict. It is quite apparent from the Table-4.10 which refers to junior police personal (NGO) that these police personnel always at disposal of their seniors, experience contradictory and unclear instructions from their superiors and they have irregular work schedule. They unable to resolve and resolve many problems in the community at their own, and always witnessing human suffering, observe mass disasters. They always perceive danger in the profession because they are the first to reach at the scene, investigate and encounter with and public even anti-social elements. Hence, they lack total adjustment

The first dimension viz., home adjustment (V_{20}) is witnessed to be influenced by various predictors as $F=18.645$ given in Table-4.11 is significant well beyond the .01 level of confidence. Table-4.11A reveals that the real or significant predictors that most likely significantly influencing the adjustment facet 'home' (V_{20}). The predictor variables which emerged to influence home- a facet of adjustment (DV) include the three aspects of need deficiency viz., 'total need deficiency', 'autonomy' and 'social need' and two dimensions of job stressors viz., 'role ambiguity' and 'powerlessness' as their respective statistical values $t=2.564$, $t=2.455$, $t=2.067$, $t=4.036$ and $t=2.620$ given in Table-4.11A are highly significant. Hence, related null-hypotheses H_{o1} , H_{o5} , H_{o3} , H_{o9} , and H_{o14} (given in Chapter II pp) get rejected.

Table 4.11

Stepwise Multiple Regression
Predictors (IVs) of Home (DV) –a dimension of Adjustment
Sample of Police Officers (N= 200)
ANOVA^L

Model	Sum of squares	df	Mean Square	F	Sig.
1. Regression	1165.587	1	1165.587	43.442	.000 ^a
Residual	5312.568	198	26.831		
Total	6478.155	199			
2. Regression	1616.838	2	808.419	32.760	.000 ^b
Residual	4861.317	197	24.677		
Total	6478.155	199			
3. Regression	1856.187	3	618.729	26.238	.000 ^c
Residual	4621.968	196	23.581		
Total	6478.155	199			
4. Regression	2006.197	4	501.549	21.870	.000 ^d
Residual	4471.958	195	22.933		
Total	6478.155	199			
5. Regression	2102.593	5	420.519	18.645	.000 ^e
Residual	4375.562	194	22.554		
Total	6478.155	199			

- a. Predictors: (Constant), V₁₉
- b. Predictors: (Constant), V₁₉, V₂
- c. Predictors: (Constant), V₁₉, V₂, V₁₇
- d. Predictors: (Constant), V₁₉, V₂, V₁₇, V₇
- e. Predictors: (Constant), V₁₉, V₂, V₁₇, V₇, V₁₅
- f. Dependent Variable: V₂₀

Table – 4.11A
Coefficient showing the Real Predictor Variable^a

Model	Unstandardized Coefficient		Standardized Coefficient	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	15.286	1.155		13.232	.000
V ₁₉	-.163	.025	-.424	-6.591	.000
2 (Constant)	10.346	1.601		6.463	.000
V ₁₉	-.151	.024	-.392	-6.312	.000
V ₂	.380	.089	.266	4.276	.000
3 (Constant)	10.778	1.571		6.862	.000
V ₁₉	-.242	.037	-.628	-6.558	.000
V ₂	.310	.090	.216	3.449	.001
V ₁₇	.462	.145	.304	3.186	.002
4 (Constant)	6.936	2.158		3.214	.002
V ₁₉	-.215	.038	-.560	-5.704	.000
V ₂	.330	.089	.231	3.715	.000
V ₁₇	.473	.143	.311	3.303	.001
V ₇	.271	.106	.169	2.558	.011
5 (Constant)	6.728	2.142		3.141	.002
V ₁₉	-.137	.053	-.356	-2.564	.001
V ₂	.361	.089	.252	4.036	.000
V ₁₇	.369	.150	.243	2.455	.015
V ₇	.275	.105	.172	2.620	.009
V ₁₅	-.281	.136	-.198	-2.067	.040

A Dependent variable V₂₀

The pattern of the findings is quite expected as police personnel working at senior cadre are very much concern about social need which influence the home adjustment in addition to total need deficiency, autonomy, role ambiguity and powerlessness which have already been discussed in the Table-4.1A and Table-4.6A respectively. The same explanation is more or less very much prevalent here too. The police personnel who have occupied higher positions are experiencing social needs which influence their home. They are unable to fulfill demands of their family as well as due to constrain of time they are unable to participate in social gathering and activities. They have to work excessive hours which albeit at the expense of additional time away from home. Public criticism is another most important factor. To provide public security is one of the basic responsibility of police personnel and professional accountability are usual aspects of the job, it can lead some police personnel to feel underappreciated and foster an adversarial mentality in their relationship with society. On the other hand police personnel do not receive the praise, glory and appreciation that they deserve and it is regarded as one of the most thankless jobs. All these influence home adjustment of police officers occupied at higher ranks.

Table 4.12
Stepwise Multiple Regression
Predictors (IVs) of Health (DV) –a dimension of Adjustment
Sample of Police Officers (N= 200)
ANOVA^L

Model	Sum of squares	df	Mean Square	F	Sig.
1. Regression	534.623	1	534.623	24.106	.000 ^a
Residual	4391.252	198	22.178		
Total	4925.875	1999			
2. Regression	799.246	2	399.623	19.077	.000 ^b
Residual	4126.629	197	20.947		
Total	4925.875	199			
3. Regression	910.441	3	303.480	14.813	.000 ^c
Residual	4015.434	196	20.487		
Total	4925.875	199			

a. Predictors: (Constant), V_{13}

b. Predictors: (Constant), V_{13} , V_{15}

c. Predictors: (Constant), V_{13} , V_{15} , V_5

d. Dependent Variable: V_{21}

Table – 4.12A**Coefficient showing the Real Predictor Variable**

Model	Unstandardized Coefficient		Standardized Coefficient	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	-2.856	2.382		-1.199	.232
V ₁₃	8.619E-02	.018	.329	4.910	.000
2 (Constant)	1.180	2.578		.458	.648
V ₁₃	7.676 E-02	.017	.293	4.446	.000
V ₁₅	-.290	.082	-.235	-3.554	.000
3 (Constant)	2.092	2.580		.811	.418
V ₁₃	8.528 E-02	.017	.326	4.884	.000
V ₁₅	-.302	.081	-.244	-3.728	.000
V ₅	-.220	.094	-.154	-2.330	.021

a Dependent Variable: V₂₁

In the Table-4.12 the influence of predictor variables (IVs) have been for the 'health adjustment' (V_{21} - an important dimension of adjustment (DV) and the F-value ($F=14.813$) is significant well beyond .01 level of confidence. Isolating the predictors the, Table – 4.12A indicates that 'over all job stressors' (V_{13}), 'social need deficiency' (V_{15}), and 'responsibility for persons' (V_5) have emerged to significantly influence 'health adjustment (DV) as their t-values- $t= 4.884$, $t= -3.728$, and $t= -2.330$ are found to be significant far beyond .01 level of confidence. Therefore, the related null-hypotheses- H_{o7} , H_{o3} , and H_{o12} rendered rejected (given in chapter II pp) whereas the remaining null hypotheses get accepted.

Here we find interesting patterns of results in relation to police officer having higher rank, that as compared to total police personnel and non-gezzetted police officer having lower rank, less number of independent variables are influencing health adjustment. The second important pattern of result is that non of these IVs having its impact in case of total police personnel and non-gezzetted police officers posted at lower rank. The total job stressors are influencing the health adjustment because they experience role burden, role conflict. They work under political pressure as the same time they experience less power. They are always under pressure as they have to handle the pressure situations.

The police personnel faces physical dangers on a daily basis. They generally experience that they never paid nearly what they should be. They always get conflicting orders from their superiors. They work more hours. The stressed police personnel have negative effects on their health. On the other hand they also experience that basically they have responsibility for public. Along with these stressors they also experience social need deficiency. Social needs play an important role so far as health adjustment is concerned. Every body needs prestige, status, recognition and if these needs are not adequately fulfilled it effects all round adjustment of the individual. The perception of public regarding police is not appreciable. It is natural that everybody needs some social affiliation with other members of the society. The police personnel fail to make much involvement in social gathering, hence, they fail to share with others and this effects the health adjustment of police personnel.

Table 4.13
Stepwise Multiple Regression
Predictors (IVs) of Social (DV) –a dimension of Adjustment
Sample of Police Officers (N= 200)
ANOVA^e

Model	Sum of squares	df	Mean Square	F	Sig.
1. Regression	588.782	1	588.782	23.694	.000 ^a
Residual	4920.093	198	24.849		
Total	5508.875	199			
2. Regression	766.008	2	383.004	15.908	.000 ^b
Residual	4742.867	197	24.075		
Total	5508.875	199			
3. Regression	863.538	3	287.846	12.145	.000 ^c
Residual	4645.337	196	23.701		
Total	5508.875	199			
4. Regression	971.285	4	242.821	10.435	.000 ^d
Residual	4537.590	195	23.270		
Total	5508.875	199			

a. Predictors: (Constant), V₁₁

b. Predictors: (Constant), V₁₁, V₈

c. Predictors: (Constant), V₁₁, V₈, V₁₇

d. Predictors: (Constant), V₁₁, V₈, V₁₇, V₁₄

e. Dependent Variable: V₂₂

Table – 4.13 A
Coefficient showing the Real Predictor Variable

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	8.228	1.281		6.421	.000
V ₁₁	.457	.094	.327	4.868	.000
2 (Constant)	9.776	1.384		7.062	.000
V ₁₁	.506	.094	.362	5.375	.000
V ₈	-.274	.101	-.183	-2.713	.007
Constant	12.038	1.769	2.580	6.804	.000
V ₁₁	.485	.094	.347	5.160	.000
V ₈	-.297	.101	-1.98	-2.941	.004
V ₁₇	-.189	.093	-.135	-2.039	.044
4 (Constant)	10.769	1.849		5.823	.000
V ₁₁	.482	.093	.345	5.176	.000
V ₈	-.275	.101	-.183	-2.733	.007
V ₁₇	-.298	.105	-.213	-2.829	.005
V ₁₄	.207	.096	.161	2.152	.033

a Dependent Variable: V₂₁

Table – 4.13 indicates the influence of predictor variables of police personnel's 'social adjustment' (V_{22}) which is one of the dimension of adjustment (DV). The table reveals the significance of F-value ($F=10.435$) for beyond .01 level of confidence and further stepwise multiple regression analysis revealed to the fact that 'strenuous working condition' (V_{11}), 'poor peer relations' (V_8), 'autonomy need deficiency' (V_{17}), and 'physiological need deficiency' (V_{14}) emerged as predictors of one of the adjustment dimension, namely social as all the obtained t-values with respect to these IVs are found statistically highly significant. Table- 4.13A give the t-value as $t= 5.176$, $t=2.733$, $t=2.829$ and $t=2.152$ respectively. Therefore, null-hypotheses related to these variables viz., H_{o18} , H_{o15} , H_{o5} , and H_{o2} (given in Chapter-11 pp) rendered rejected.

When we compare the results of police officers who are placed on higher cadre and those who are placed on lower cadre as well as total police personnel, it is clear that numbers of IVs are less in influencing social adjustment. It may be due to sample size. In case of police personnel working on higher cadre, are less in number. The explanations of these IVs are having already been given in Table – 4.3A and Table- 4.8A, which is very much relevant here.

The last adjustment dimension viz., emotional (V_{23}) is witnessed to be influenced by various predictors as $F=12.415$ given in Table- 4.14 is

significant well beyond the .01 level of confidence. Table – 4.14A reveals that the real or significant predictors that are most likely significantly influencing the adjustment facet 'emotion' (V_{23}). The predictor variables which emerged to influence emotion- a facet of adjustment (DV) include the three aspects of job stressors viz; 'powerlessness' (V_7), 'unprofitability' (V_{12}), and 'low status' (V_{10}) as their respective statistical values- $t = 4.052$, $t = 2.389$, and $t = 2.186$ given in Table- 4.14A are highly significant. Hence related null-hypotheses H_{014} , H_{019} , and H_{017} (given in Chapter II pp) get rejected.

The pattern of the findings is quite interesting as predictor variables viz; physiological need deficiency (V_{14}), social need deficiency' (V_{15}) esteem need deficiency' (V_{16}), 'autonomy need deficiency' (V_{17}), self actualization need deficiency (V_{18}), and total need deficiency (V_{20}) failed to predict the important adjustment dimension namely, emotional whereas, some aspects of job stressors like powerlessness, unprofitability, and low status have been found functional of emotional aspect of adjustment. It means that there is no any impact of need deficiencies on emotion of those police officers who have occupied higher positions but their emotion is being influenced by three job stressors. So far as unprofitability is concerned it has been well discussed in Table- 4.4A and Table 4.9A. Now we will discuss the IVs

unprofitability and low status in relation to emotional adjustment. It is hard fact that the police personnel, having any rank- lower or higher are trained to hide their emotions, right from the day one at the training institution. They see emotions as getting in the way of the job they are doing. Emotions are suppressed daily for years. Another fact is that police work is an emotionally and physically dangerous job. The reasons for this are the ever present danger of physical violence, potential sudden death, they have to participate in encounters, and hence, they develop a great deal of conflicting emotions like guilt. Since the police officers working on high cadre they experience that their decisions, instructions, interests regarding anything are not cared properly. In the same way they have been also experiencing that the higher authorities do not give them due respect and the job they are doing does not enhance their social status. They also feel that they have little personal control at their work place. Sometimes their instructions are overlooked by their juniors due to interference of higher authorities. All these factors leads to stress and hence, the emotional adjustment is effected and as a result sometimes they justified in using violence, become toxic for marital interaction, they experience great deal of mental trauma and depression due to fact that they have actually taken the life of another human being and so, using alcohol and other drugs to hide emotions and even suicide.

The preceding description of results were related to the influence of independent variables (predictors) on the various dimensions of adjustment but the on-going description and discussion of results will pertain to the influence of independent variables (IVs) on police personnel's placed on higher cadre over all adjustment.

Table 4.14
Stepwise Multiple Regression
Predictors (IVs) of Emotional (DV) –a dimension of Adjustment
Sample of Police Officers (N= 200)
ANOVA^d

Model	Sum of squares	df	Mean Square	F	Sig.
1. Regression	495.444	1	495.444	25.096	.000 ^a
Residual	3908.951	198	19.742		
Total	4404.395	199			
2. Regression	613.080	2	306.540	15.928	.000 ^b
Residual	3791.315	197	19.245		
Total	4404.395	199			
3. Regression	703.304	3	234.435	12.415	.000 ^c
Residual	3791.091	196	18.883		
Total	4404.395	199			

a. Predictors: (Constant), V₇

b. Predictors: (Constant), V₇, V₁₂

c. Predictors: (Constant), V₇, V₁₂, V₁₀

d. Dependent Variable: V₂₃

Table – 4.14 A
Coefficient showing the Real Predictor Variable

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	3.476	.826		4.207	.000
V ₇	.443	.088	.335	5.010	.000
2 (Constant)	1.405	1.170		1.201	.231
V ₇	.435	.087	.330	4.984	.000
V ₁₂	.319	.129	.164	2.472	.014
3 (Constant)	.507	1.229		.412	.681
V ₇	.371	.091	.281	4.052	.000
V ₁₂	.306	.128	.157	2.389	.018
V ₁₀	.234	.107	.152	2.186	.030

a Dependent Variable: V₂₃

Table 4.15
Stepwise Multiple Regression
Predictors (IVs) of Total Adjustment (DV)
Sample of Police Officers (N= 200)
ANOVA^d

Model	Sum of squares	df	Mean Square	F	Sig.
1. Regression	5654.696	1	5654.696	27.516	.000 ^a
Residual	40690.824	198	205.509		
Total	46345.520	199			
2. Regression	9427.345	2	4713.672	25.153	.000 ^b
Residual	36918.175	197	187.402		
Total	46345.520	199			
3. Regression	10508.847	3	3502.949	19.159	.000 ^c
Residual	35836.673	196	182.840		
Total	46345.520	199			

a. Predictors: (Constant), V₁₅

b. Predictors: (Constant), V₁₅, V₁₃

c. Predictors: (Constant), V₁₅, V₁₃, V₈

d. Dependent Variable: V₂₄

Table – 4.15 A
Coefficient showing the Real Predictor Variables

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	50.967	2.615		19.487	.000
V ₁₅	-1.326	.253	-.349	-5.246	.000
2 (Constant)	18.228	7.712		2.364	.019
V ₁₅	-1.157	.244	-.305	-4.739	.000
V ₁₃	.232	.052	.289	4.487	.000
3 (Constant)	14.344	7.783		1.843	.067
V ₁₅	-1.145	.241	-.302	-4.746	.000
V ₁₃	.306	.059	.381	5.147	.000
V ₈	-.777	.319	-.178	-2.432	.016

a Dependent Variable: V₂₄

Table-4.15 highlights that F-value ($F=19.159$) pertaining to some predictors on over all adjustment are found to be highly significant far beyond .01 level of confidence. Further analysis, given in Table-4.15A revealed that predictor variables viz., 'social need deficiency' (V_{15}), over-all 'job stressors' (V_{13}) and 'poor peer relations' (V_8) have their significant predictive influence on over-all employees' adjustment as their statistical values ranging from minimum $t=-2.432$ to the maximum $t=5.147$ are found highly significant which subsequently reject the related null-hypotheses H_{o3} , H_{o7} , and H_{o15} (given in Chapter II pp).

The Table-4.15 reveals an interesting fact that those independent variables which are predicting total adjustment do not find its place in predicting overall adjustment of total police personnel as well as non-gezzetted police officers placed at lower cadre. It further reveals the fact that social need has emerged one of the predictors of adjustment. It means that police personnel experience less prestige even outside of the department and having very less opportunity to help others. It is true that due to hierarchical difference, it becomes difficult to develop close relationship, friendship to others in the organization. So, the overall adjustment is influenced and that lead to maladjustment.

Since police work is widely considered the most stressful occupation hence overall adjustment is effected. Stress among police

arising as a result of political pressure. They always face physical danger, they always perceive work load, there is no clear cut message to do the work, the working conditions are not conducive, they get always criticism and they do not receive glory, praise and appreciation. They have to work under severe pressure for a longer hours and periods in spite of odd conditions. The police personnel have become conditioned to work under stressful conditions which is most likely to be generated by poor peer relations. But in spite of such conditions police personnel placed on higher cadre have to look after the work by making all compromises with odd situations such as non-cooperation from subordinates and adhere to the orders of the superiors. As the findings speak to the fact that police personnel job stressors are likely to become instrumental for mal adjustment. In spite of above facts based on findings the police personnel discharge their duties with forced due to one or another reasons.

CHAPTER-V

CONCLUSION AND SUGGESTIONS

In the preceding Chapter-IV, comprehensive details of the description and the interpretation of results have already been given and now, the present chapter is completely devoted to present conclusions in the light of the results obtained and moreover, to extend suggestions which can be taken into consideration in similar future endeavours.

in the present study, stepwise multiple regression analysis was used to analyse the data which had power of isolation the predictor variables in sequence which could have significant influence on police personnel's total adjustment and its four dimensions.

In the light of the results, a very clear picture emerged that job stressors as a whole (V_{13}) has significant influence in maladjustment of police personnel's adjustment (V_{24}) of the total sample as well as police officers and junior police officers (NGO).

In addition to the major findings it is also evident that the need deficiencies like physiological need deficiency (V_{14}), and autonomy need deficiency (V_{17}) have emerged to be significant predictor variables influencing the various dimensions of adjustment for the total sample of police personnel. On the other hand it is also very much clear that job stressors like role ambiguity (V_2), role conflict (V_3) unreasonable group & political pressure (V_4), powerlessness (V_7), poor peer relations (V_8), strenuous working condition (V_{11}) and unprofitability (V_{12}) have emerged

to be significant predictors of various facets of adjustment of total police personnel.

So far as second group of police personnel are concerned it is to point out here that total need deficiency and its three facets namely physiological need deficiency (V_{14}), autonomy need deficiency (V_{17}), and self-actualization need deficiency (V_{18}) were found to influence various facets of adjustment whereas nine job stressors – role ambiguity (V_2), role conflict (V_3), unreasonable group and political pressure (V_4), responsibility for persons (V_5), under participation (V_6), powerlessness (V_7), poor peer relations (V_8), strenuous working condition (V_{11}), and unprofitability (V_{12}) have found to be significant predictors of various dimensions of adjustment of junior police officers (NGO).

The third group of police personnel, consisted of senior police officers, are concerned it is mentioned here that total need deficiency (V_{19}), and its three dimensions viz; physiological need deficiency (V_{14}), social need deficiency (V_{15}), and autonomy need deficiency (V_{17}) influence various facets of adjustment. In continuation of this seven facets of job stressors namely, role ambiguity (V_2), responsibility for persons (V_5), powerlessness (V_7), poor-peer relations (V_8), low status (V_{10}), strenuous working condition (V_{11}), and unprofitability (V_{12}) have found to be significant predictors of various dimensions of adjustment of

police officers having higher rank. There is an interesting point that two job stressors – role overload (V_1) and intrinsic impoverishment (V_9) and one of the dimensions of need deficiency- esteem need (V_{16}) have failed to be significant either of total adjustment or its four dimensions.

Suggestion:

One of the most serious challenges to the Indian Police emerging due to changing scenario is the increasing occurrences of stress particularly job stress and related mental health problems. They also experience various needs to be fulfilled adequately. Due to these reasons they face different types of adjustment problems. There is another fact which is very much relevant here that limited manpower (about eighty thousand vacancies in police department is lying vacant at various hierarchical levels) and increasing social problems have contributed for increasing stress on police.

Police personnel are under continuous and constant stress due to a number of factors operating in the work. Their needs are not properly satisfied. Hence it is necessary to pay proper attention towards relevant changes in system to improve overall working and environmental conditions within the system.

It has been found out from results and reported by police personnel as well as observed during data collection that most of them were

dissatisfied with their seniors and feeling like work load, extended duty hours, no time for family & social activities etc. Many of these factors can be minimized by suitable changes within the system as this would help promoting positive perception and preventing psychological disorders.

Appropriate techniques should be adopted and incorporated with the help of experts for handling stressful situations on regular basis. It should be started from lower levels. For this a counselor/psychologist must be appointed in each police station who will not only assist the police personnel but can be helpful while dealing with public. Peer counseling may be encouraged.

Appropriate steps should be taken to remove barriers for easy flow of information and communications with higher authorities. In this regard the junior officers must be encouraged to express themselves openly because they know much better about ground reality. On the other hand the officers should be sensitized to understand the psychological, social, economic problems of their subordinates.

The police personnel need to be given sufficient time for their family affairs to review their life and career in relation to family. It has been reported that due to one or another reasons the family is neglected and hence, they experience mal-adjusted in the family.

Police-public relation must be established through common gathering and exchanges ideas for combating crime. The young generation should be provided ample opportunity in such interaction because, it is easy to inculcate positive attitude, favourable perception towards police. And at the same time police personnel will be able to learn how to control their emotions while dealing with public. The message must be transmitted that the police are the public and that the public are the police.

One more thing which emerged in this study is that interpersonal relations between peer group and colleagues need to be improved for healthy work environment. This can be improved by organizing various social gatherings of police personnel. They must be sensitized to each others. By interacting to each other the emotional problems could be minimized.

The present police culture of defensiveness, suspicions, secrecy, cynicism, organizational deviance and corruption, rigid hierarchical structure, police brutalities and use of excessive discretionary power need to be replaced by a new police culture of democratic, transparent environment, high level of professional training and commitment and new professional values characterized by social justice, due recognition of

human rights and community service with deep human service. In addition to above, interference by politicians should be discouraged at all cost in police functioning. A proper system of reward and punishment must be followed so as to encourage effectiveness and professionalism in police. Generally police personnel experience that this profession is unprofitable one, which is one of the job stressors as indicated in results. Reward is a trusted method from the time immemorial and need to be overemphasized.

More research studies should be conducted on the topic like; depression, anxiety and psychological morbidity. There is a constant need for research in the organizational role stress, work stress, work setting variables, physical work condition and new technology, organizational structure and climate, stress and accident and mortality, stress and organizational effectiveness, job stress and personality characteristics, role stress and mental health, other job stressors and mental health as well as positive consequences of job stress of police personnel. It is also necessary to look into the need patterns of police personnel. It is suggested that for obtaining greater generality of the findings such studies must be conducted on a larger sample groups including top most police officers. Such research studies have also been conducted on women police personnel.

Having gone through the present research endeavour, it is experienced that researches especially in the areas of behavioural sciences are the ongoing and continuous process as what findings obtained today may entirely change tomorrow because of dynamics changes in human beings as well as in the environment. There is always fluctuation in human behaviours because it is influenced by external factors every moment. In spite of this reality every research bears certain pit-falls which requires proper care in future but in all circumstances it is observed that men are born to commit errors and consequently behavioural science researches are never valid or tenable for ever. Therefore, realization of the gaps left during the investigation is a foremost important aspect if properly cared may enhance the efficacy of the methodology and subsequently obtaining objective results in future researches. In the light of findings presented in detail, in Chapter IV, number of suggestions are being put forth for future investigations, either on same line or on other related problems.

Since, the present investigation failed to give clear-cut comparative findings with regard to police personnel across the levels so, it is suggested that same or related problems must be studied on comparatively a larger sample across all levels.

Biographical variables, like total experience, experience in the present position, number of dependents, educational qualifications, salary etc. must be studied to identify their influence on adjustment of police personnel as they are most likely to play an important role in determining the adjustment but very rarely studied, especially pertaining to police personnel.

Since, in the present Indian context, the role of police is ever and over demanding to maintain law and order problems due to many reasons, so the employees of this larger group must be studied from different angles as the present investigator made his best effort to identify stressors and various need deficiencies important for police personnel's associated with their professions.

Moreover, the quality of work life and quality of life in general of police personnel are also important to be studied as these people generally have larger number of dependents and these dependants have lesser chance to be looked after by them as they are out of home most of the time due to one and other duty assignments.

In chapter-V conclusions of the study and some suggestions in this regard have been presented. Table 5.1 presents results at a glance. The conclusions have just been given above while highlighting the findings. So far as suggestions are concerned, it has been pointed out that the

present investigation must be carried out on the larger sample group and that should be done according to the ranks of police personnel for identifying the relationship of need deficiency and job stressors with adjustment. Since female representation in police force is very less, hence the present investigator did not include female police officers. The female police personnel must be taken for research purposes. Moreover, biographical variables also be studied in relation to dependent and independent variables. A suggestion was extended to researchers for looking into the quality of work life and life in general empirically to give proper care to conditions for improving the quality of working conditions and quality of life in general. A happiest man is most likely to discharge his responsibilities with all commitments that may be an asset for family, society, organization as well as for the nation at large rather to liability as it looks.

CHAPTER-VI

SUMMARY

The present piece of research work was aimed to study the "Influence of job related need deficiency and job stressors on adjustment: A study of police personnel across various hierarchical levels". In the present study adjustment is a dependent variable whereas job related need deficiency and job-stressors are independent variables. The present scenario of work culture has forced the management, higher authorities, and behavioural scientists especially, psychologists for adopting the philosophy of utilizing maximum human resources and making the employees gay and happy at work place for enhancing their psychological attachment and involvement with work and the organization, enhancing well-being and improving over-all productive efficiency.

Violence and aggression with increasing overtones of terrorism has become not only a national but an international concern in recent time. Not only social scientists but all right- minded people are perturbed at the direction in which humanity is going. What is more, even in normal transactions like presentation of demands by people, organizations and raising of issues relating to justice and rights there is increasing resort to pressure tactics and violence. The peacekeeping forces have therefore an increased onus of responsibilities since situations which demand their intervention are cropping up at every

moment. International, national, domestic and local issues are being conducted within a culture of violence. It is our day to day experience that not a single day passes when any newspaper, television news channels, news on radio at national and international level do not feature some news related to police. In the contemporary world, the process of modernization, urbanization, and industrialization have undoubtedly, imprinted strong bearing on the nature and pattern of criminal behaviour. The modus operandi of crimes are getting changed. The crime rate is hiking every year. The flow of population from rural to urban areas has loosened the interaction, tradition, customs, values of the society. The urban population being heterogeneous in nature tends to form incompatible groups on the basis of religion, caste, political affiliation. As a consequences of these, there is a chance of group conflicts which may often develop into law and order problems. Violent crimes and violence in traditional crimes have noticeably increased in our country. These types of crimes include murder, riots, abduction, kidnapping, crime against women etc.

Allan and associates (1967) pointed out that the major duties of police force would include; protection of life and property, preservation of peace, prevention of crime, detection and arrest of violators of law, enforcement of law and ordinances, and safeguarding the rights of

individuals. Along with these, there are many more auxiliary functions which are equally important either in themselves or indirectly in discharging the primary functions as above, such as security of VIPs, security of celebrities, responsibilities in maintaining law and order during religious professions, they provide emergency services to citizens in distress, they have to regulate traffic. Not only this, police is required to render service of verification of men and materials. They also provide the initial input into the criminal justice system.

1860 to 1979 is a far cry. Human society all over the world has changed beyond expectation and recognition. Scientific development and technological inventions have brought about tremendous change in all sphere of life. The social norms and values have changed, the difference being reflected in the observations of the Indian Police Commission (1860) and the National Police Commission (1979), but the police in independent India is still governed and regulated by the Police Act of 1861. On the other hand, in this modern world of work there has been a debate and cry humanizing the workplace by adopting different strategies alongwith the quality of work life that emerged as an umbrella concept encompassing all those aspects that contribute to the individuals' physical as well as behavioural well-being through effective adjustment. Hence, the present endeavour was undertaken to identify the effect of

various need deficiencies and job-stressors on police personnel's adjustment.

The entire work is presented in six different chapters. Chapter-I deals with the historical background, meanings, and concepts pertaining to adjustment (dependent variable); need deficiency and job stressors (independent variables). The problem of adjustment has become so important aspect in our complex and civilized society that not only psychologists but other social scientists have turned their deep concern and interest in understanding the very concept. The present century is marked by stress, strain, anxiety and instability. Today we are facing a complex world which taxes our adjustive capacities and we are feeling difficulty in achieving a sense of harmony with the environment. The present time is characterized by psychological disorder and disturbed inter-personal relationship. Kaplan (1959) observes "mental disorders are today the number one public health problem of the nation. They affect more people and more families than any other single disorder, and evidence indicates that maladjusted individuals are being produced at a faster rate than facilities to take care of them can be provided. The concept of adjustment was biological and originally it was termed adaptation. Darwin (1859) in "The Origin of Species" clearly pointed out that only the organism which are most fitted to adapt to the hazards of

the physical world and survive and this was called as “survival of the fittest”. The type of adjustment with which biologists were concerned was nothing but physical adaptation. The term adaptation has been replaced by ‘adjustment’ which now stands for psychological survival in which the social scientists are interested. There is difference between adaptation and adjustment. The process of adjustment is more complex than adaptation. The another difference is adaptive behaviour and adjustive behaviour. The another concept which is used synonymously to adjustment is conformity. Conformity is only one kind of adjustment, one kind of interaction. Again another term taken synonymous to adjustment is normality. The term normal means conformity to a particular norm or standard which is generally a statistical average and which is not concerned with value judgment. The psychologists have different opinion about the concept of adjustment. The mental hygienists, the clinical psychologists, the counselors, the personality psychologists have defined the concept in different manner. But most of the psychologists agree, to the extent, and that is, defining adjustment in terms of achieving a balance between internal demands and the requirements of environment, or between internal psychological forces and external conditions. Hence, for all practical purposes adjustment is taken to be a process and not as a condition (Symonds, 1946; Madiagan, 1962; Coleman, 1960; Lazarus,

1961; Schneiders, 1965; Kaplan, 1965; Gordon, 1963; Rammers and Gage, 1955). Now the basic question is that who are adjusted and are maladjusted individuals. It is not easy to give accurate answer because the psychologists fail to provide scientific and objective criterion of healthy and unhealthy adjustment. The process of adjustment cannot occur in isolation but it is the outcome of the life events and the individuals' capacity to tolerate stress, associated with these events. When an individual perceives himself to be deprived of important need, it is likely that his threshold for coping with stress becomes lower, while if he perceives that he is getting his just dues he may not be as vulnerable to stress. Perception of need deficiency creates a particular type of framework, which may detach from coping skills and consequently to maladjustment. People have always been interested in the phenomenon because need deficiency gives rise to human behaviour directly/indirectly in the given context. In the world of work, human behaviour has always been considered in the sense of productive, outcome, efficiency or performance. Human efficiency at work is one of the most important and key element of all resources for discharging responsibilities with whom job incumbents are entrusted with. It is empirically evident that performance is proportionally related to motivation. It means high motivation leads to high performance and low

motivation leads to low performance. Dubin (1970) refers to motivation is the complex of forces starting and keeping a person at work in an organization. Halloran (1978) in simple words contended that “motivation is an internal need satisfied by external expression”. On the other hand job motivation can also be referred to as the intensity of behaviour of employees in the work situation as they attempt to satisfy their particular need structure through the work they are doing. To understand need deficiency of human being various models such as ‘economic man model, ‘rational economic man model’, ‘social man model’, self-actualizing man’ complex man-model’ have been proposed. With regard to need deficiency, a number of theories have been profound which can be broadly classified as; content theories, and process theories. Hence, it is necessary to understand the various needs of the employees for better performance and adjustment. The second important independent variable which has been taken for investigation is of job related stressors. Job stressors are known by different names. With upsurge in aggressions and tendencies the stress and strain on the job have increased manifold for police personnel. On the other hand there is greater risk to their life and safety which on the other side there is increased pressure and monitoring superiors as well as accountability to many related facets of administrative machinery. The job is not at all easy and a marked

increased in on the job-stressors may be hypothesized with a fair degree of certainty, particularly in the areas where militancy is abounding. Stress is a key factor of life of an individual. The individual is confronted with an opportunity, constraint or demand to what he or she desires and for which the outcome is perceived to be both uncertain and important. (Schuler, 1980). Selye (1936), the world's premier stress researcher, described stress as the body's non-specific response to any demand place on it, whether pleasant or unpleasant. He was the first person who coined the term and used it in Life Sciences. The very term was become very popular in social sciences during 1960s. So, a wide variety of meanings have been given to the term stress. One of the most common notions is that stress represents some circumstances or situations external to an individual that make sudden or extraordinary demands upon him. Psychologically stress refers to the demand made on the organism to cope, to adjust, and to adopt whereas in a general way stress may be understood as hardship of physical; emotional or mental pressure or forces or systems of forces applied on body. Sometimes people feel stress free in one situation but they become stressful in another situation. Basically it depends upon the perception of the individual. How the individual perceives the situation and events (Standfest 1996). Limited amounts of stress can have positive results

whereas much stress always become detrimental effects on individuals physical and mental health (Singh & Srivastava, 1996). It is in fact true that mild or moderate level of stress is necessary for good performance and accomplishing tasks. Due to minute differences in the phenomenon of job stress, work stress, occupational stress and organizational stress, the experts use these terms interchangeably. Here job stressors have been used synonymous to the occupational stress. Job stress is the result of physical working conditions.

There are four prominent approaches to study job stress which typically focus the stressors of job life and consequently strains. The first is medical approach, second is psychological approach, third is clinical or counseling psychology approach and last one is organizational psychology approach. Mathur (1993) noted that job stress remains a neglected area of research and reported that some job related factors act as specific and focused stressors for the police. Since, none of the other researches were available pertaining to adjustment, so, it was planned to investigate, the same phenomenon of adjustment but with reference to some others independent variables namely, need deficiency and job stressors.

Chapter- II deals with the available survey of literature. It contains both theoretical and empirical works of experts working in these specific

aspect like adjustment, need deficiency and job stressors. Khan (1989) pointed out that the greater the anxiety the lesser the adjustment. Verma and Upodhaya (1983) showed that adjustment, anxiety and conflict were negatively correlated. Adjustment has been studied in relation to approval motives (Shamshad, 1996), cognitive differentiation, sex variance and urban- rural environment (Shamshad & Sulamian, 1994). Nezlek & Gable (2002) studied depression as a moderator of relationship between positive daily events and day-to-day psychological adjustment. Many other studies have been conducted on police personnel related to their adjustment such as Martin et.al. (2005), Zukerman and et.al. (2006), Shaathoff & Buckman (1990). A large number of studies have been conducted on the phenomenon of motivation in general. Many researchers have pointed out the significance of job hierarchy of motivation of employees. (Porter (1961, 1962; Porter & Lawler, 1968; Hall & Naugain, 1968). Some others have also studied motivation of police personnel in various context, such as Hillman et. al (2004), Ilies & Judge (2005), Brown (2006). In the same way job stressors have been taken differently by different researchers. Finn (1997) pointed out that police work is widely considered to be among most stressful occupations. Colwell (1998) confirms this notion indicating that police work tends to impose a higher degree of stress. A substantial literature has discussed

stress relative to the inherent hazards of police work, (Dunham & Alpert, 1997; Friedell & Pate, 1997; Horn, 1990; Violanti & Aron, 1993). Roberts and Levison (2001), findings suggest, that police officers took their job stress home and it influence their interaction with their wives.

In the first chapter and second chapter, having given detailed description of various variables involved in present investigation alongwith related variables survey of literature, the significance and the objective of present investigation were also described. In the light of the survey of literature it has been found that there is non-availability of such type of studies, hence, there was no option left except to formulate null-hypotheses that have been comprehensively described with the general notion that need deficiency and job stressors nor their facets will influence adjustment as a whole and its four facets. In this way nineteen (19) null-hypotheses were formulated in all.

The Chapter-III describes the methodological and procedural aspects of the study. The study was conducted on the sample of police personnel consisting of police officers, (n=200) and junior police officers (NGO) (n=800). Thus, the total sample size consisted of one thousand (N=1000), taken randomly from various police station of Aligarh district (U.P.) and Firozpur district (Punjab). Keeping in view the nature of the present study adjustment scale, Mohsin-Shamshad (1987) adaptation of

Bell Adjustment Inventory, need deficiency scale developed by Porter (1965) and occupational stress index standardized by Srivastava & Singh (1981) were used for the purpose of data collection. These texts were administered on the various hierarchical levels of police personnel. In order to make the obtained data intelligible and interpretable, Stepwise Multiple Regression statistical treatment was given to the data for obtaining the results.

The Chapter-IV of the present research work presents results and their interpretation. On the basis of stepwise multiple regression analysis, the conclusion of findings advocate that adjustment is highly and significantly influenced by overall need deficiency, its various facets, and also by the job stressors and its various facets. The results have been presented also on separate page i.e. results at a glance (Table 5.1). There is an interesting point that two job stressors namely role overload (V_1) and intrinsic impoverishment (V_9) and one facet of need deficiency- esteem need (V_{16}) have failed to be significant either of total adjustment or its four dimensions.

The Chapter-V incorporates conclusion and various suggestions in the light of the observation and experiences held by the researcher during the course in carrying out this entire research investigation, which be carefully undertaken in such future endeavours. Police personnel are

TABLE -5.1

Vr. No.	Independent variables	Total sample of police personnel						Junior Police Officer				Police Officers					
		Dependent variables						Dependent variables				Dependent variables					
		V ₂₀ HA	V ₂₁ HOA	V ₂₂ SA	V ₂₃ EA	V ₂₄ TA	V ₂₀ HA	V ₂₁ HOA	V ₂₂ SA	V ₂₃ EA	V ₂₄ TA	V ₂₀ HA	V ₂₁ HOA	V ₂₂ SA	V ₂₃ EA	V ₂₄ TA	
V ₁	Role overload																
V ₂	Role ambiguity	*	*	*		*	*	*	*	*	*	*					
V ₃	Role conflict		*				*	*			*						
V ₄	Unre. Grp.& Pol. Pressure			*				*	*								
V ₅	Responsibility for persons							*					*				
V ₆	Under participation							*									
V ₇	Powerlessness		*			*	*					*			*		
V ₈	Poor peer relation			*	*			*	*	*				*		*	
V ₉	Intrinsic improver.																
V ₁₀	Law status																
V ₁₁	Strenuous working cond.			*		*		*	*		*			*		*	
V ₁₂	Unprofitability	*	*		*	*	*	*	*	*	*				*		
V ₁₃	Overall occup.stress				*							*				*	
V ₁₄	Physiolog.need			*				*	*					*			
V ₁₅	Social need											*	*			*	
V ₁₆	Esteem need																
V ₁₇	Autonomy need		*	*			*				*	*		*			
V ₁₈	Self actualize.			*					*	*							
V ₁₉	Total need deficiency	*	*		*	*		*		*	*	*					

under continuous and constant stress due to a number of reasons operating in the work. Their needs are not properly satisfied. Due to these reasons they face different type of adjustment problems. During data collection it was reported by police personnel and it had been found out from results that most of them were dissatisfied with their seniors. They need to be given sufficient time for their family affairs.

More research studies should be conducted on the topic like depression, anxiety and psychological morbidity. There is constant need for research in the organizational role stress, work stress, physical working conditions etc. It is suggested that for obtaining greater generality of the findings such studies must be conducted on a larger sample groups.

Since, the present investigation failed to give clear-cut comparative findings with regard to police personnel across the levels, so, it is suggested that same or related problems must be studied on comparatively on a large sample across all levels.

Biographical variables must be studied to see their impact on adjustment of police personnel as they are most likely to play an important role in determining the adjustment but very rarely studied, especially pertaining to police personnel.

Moreover, the quality of work life and quality of life in general of police personnel are also important to be studied as these people have larger number of dependents and these dependents have lesser chance to be looked after by their fathers as they are out of home most of the time to complete their official assignments. The female police personnel must be taken for research purpose. In each police station a counsellor/ psychologist must be appointed to deal with the psychological problems of police personnel. A tension, anxiety, stress free person is most likely to discharge his duties with all commitments that may be fruitful for himself and for his organization.

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APPENDIX- I

GENERAL INSTRUCTINOS

Dear Sir/Respondent

It is pleasure to meet you for the purpose of data collection in pursuit of research work. The whole endeavour can not be accomplished without your cooperation.

The purpose of the present endeavour is to identify the facets of your job life important for enhancing job condition and quality of working life. The questions/statements in the questionnaire are meant to know your personal views. The success of the study will depend upon your honest and frank responses to each question/statement.

I assure you that the information given by you would be kept strictly confidential. Once again you are requested to extend your cooperation for the accomplishment of the task.

Your cooperation is solicited.

Before going through the questionnaire, please see the following instructions:

1. Answer the question serially, i.e. they appear in the format.
2. If some statements or questions appear to be similar, even then you answer each of the separately.
3. It is expected that while answering, you do not consult any one else.
4. Do not take too much time to any particular questions.
5. Please be as honest as possible and do not hesitate. Feel free to give your frank answer.
6. It is necessary that your answer all the questions and statements. Please do not leave any question or statement unanswered.

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APPENDIX--II

INSTRUCTIONS

This questionnaire is meant for a psychological investigation. The questionnaire consists of a number of statements that employees sometimes feel or say about various components of their jobs. You are required to use the following 'five-point-scale' to indicate the extent to which you agree with each statement to describe your own job and the experiences or feelings about your job.

- | | | |
|----|---------------------|-----|
| A. | Strongly disagree-- | [1] |
| B. | Disagree-- | [2] |
| C. | Undecided-- | [3] |
| D. | Agree | [4] |
| E. | Strongly agree | [5] |

For example, if you strongly agree with the following statement, in context of you job, put '5' in the box given against it,

"I have to do such works as ought to be done by others"	[5]
---	-----

In case you strongly disagree with the above statement put '1' in place of '5', and so on. Give your responses frankly. Your responses will be kept strictly confidential.

KINDLY ANSWER ALL THE QUESTIONS

1. I have to do a lot of work in this job. []
2. The available informations relating to my job-role and its outcomes are vague and insufficient. []
3. My different officers often give contradictory instructions regarding my works. []
4. Sometimes it becomes complex problem for me to make adjustment between political/group pressures and formal rules and instructions. []
5. The responsibility for the efficiency and productivity of many employees is thrust upon me. []
6. Most of my suggestions are heeded and implemented here. []
7. My decisions and instructions concerning distribution of assignments among employees are properly followed. []
8. I have to work with persons whom I like. []
9. My assignments are of monotonous nature. []
10. Higher authorities do care for my self-respect. []
11. I get less salary in comparison to the quantum of my labour/work. []
12. I do my work under tense circumstances. []
13. Owing to excessive work load I have to manage with insufficient number of employees and resources. []
14. The objectives of my work-role are quite clear and adequately planned. []

15. Officials do not interfere with my jurisdiction and working methods. []
16. I have to do some work unwillingly owing to certain group/political pressures. []
17. I am responsible for the future of a number of employees. []
18. My co-operation is frequently sought in solving the administrative or industrial problems at higher level. []
19. My suggestions regarding the training-programmes of the employees are are given due significance. []
20. Some of my colleagues and subordinates try to defame and malign me as unsuccessful. []
21. I get ample opportunity to utilize my abilities and experience in dependently. []
22. This job has enhanced my social status. []
23. I am seldom rewarded for my hard labour and efficient performance. []
24. Some of my assignments are quite risky and complicated. []
25. I have to dispose off my work hurriedly owing to excessive work load.[]
26. I am unable to perform my duties smoothly owing to uncertainty and ambiguity of the scope of my jurisdiction and authorities. []
27. I am not provided with clear instructions and sufficient facilities regarding the new assignments trusted to me. []

28. In order to maintain group-conformity sometimes I have to do/
produce more than the usual. []
29. I bear the great responsibility for the progress and prosperity of
this organizations/department, company. []
30. My opinions are sought in framing important policies of the
organization/department []
31. Our interests and opinion are duly considered to making
appointments for important posts. []
32. My colleagues do cooperate with me voluntarily in solving
administrative and industrial problem. []
33. I get ample opportunity to develop my aptitude and proficiency
properly. []
34. My higher authorities do not give due significance to my
post and work. []
35. I often feel that this job has made my life cumbersome. []
36. Being too busy with official work I am not able to devote
sufficient time to my domestic and personal problems. []
37. It is not clear that what type of work and behavior my higher
authorities and colleagues expect from me. []
38. Employees attach due importance to the official instructions
and formal working procedures. []

39. I am compelled to violate the formal and administrative procedures and policies owing to group/political pressures. []
40. My opinion is sought in changing or modifying the working system, implements and conditions. []
41. There exists sufficient mutual co-operation and team-spirit among the employees of this organization/department. []
42. My suggestions and co-operation are not sought in solving even those problems for which I am quite competent. []
43. Working conditions are satisfactory here from the point of view of our welfare and convenience. []
44. I have to do such work as ought to be done by others. []
45. It becomes difficult to implement all of a sudden the new dealing procedures and policies in place of those already in practice. []
46. I am unable to carry out my assignments to my satisfaction on account of excessive load of work and lack of time. []

APPENDIX – *III*

SECTION – 'B'

INSTRUCTIONS

Fifteen job items have been listed below and you have to evaluate each aspect on 5-point scale.

Here, you are requested to indicate the extent to which each aspect is present in your job. Assign

“5” to the job aspect which present in the maximum degree and “1” to the aspect which is present

in minimum degree in your job. So please rate each item on 5-point scale from maximum “5” to

minimum “1”

1. The opportunity for personal growth and development. ()
2. The pay for my job. ()
3. the prestige of my job in the department. ()
4. The opportunity in my job for participating in setting of goals. ()
5. The feeling of worthwhile accomplishment in my job. ()
6. The opportunity in my job for participating in determination of
Method and procedures. ()
7. The feeling of self-fulfilment a person gets from being in my job. ()
8. The prestige of my job outside the department. ()
9. The feeling of security in my job. ()
10. The opportunity in my job to help other people. ()
11. The opportunity for independent thought and action in my job. ()
12. The opportunity to develop close friendship in my job. ()
13. The feeling of being-in-the know in my job. ()
14. The authority connected with my job. ()
15. The feeling of self-esteem a person gets from being in my job. ()

खण्ड 'स'

निर्देश

क्या आप अपने आपको अच्छी तरह जानना चाहते हैं? इसके बाद वाले पत्रों में दिये प्रश्नों के उत्तर यदि आप सही-सही और सोच समझकर देंगे, तब आप अपने आप को अच्छी तरह जान सकेंगे।

यहाँ उत्तरों के सही या ग़लत होने की सम्भावना नहीं है। प्रत्येक सवाल का उत्तर 'हाँ' या 'नहीं' या '?' में दे सकते हैं। इन तीनों में से जो उत्तर आपके विचार में सबसे ठीक हो उसे उत्तर सत्र में घेर दें। प्रश्नवाचक चिन्ह (?) को तभी घेरें जब आप निश्चित हो जायें कि आप 'हाँ' या 'नहीं' में उत्तर नहीं दे सकते हैं। समय की पाबन्दी नहीं है फिर भी जल्दी समाप्त करने की कोशिश करें।

यदि आप अपने माता-पिता के साथ न रहते आये हों, तो कुछ प्रश्नों के उत्तर (जो कि उनके विषय में हैं), उन्हीं लोगों को ध्यान में रखकर दें जिनके साथ आप रहते आये हों।

1. (ख) क्या आपको सदा जुकाम जल्दी ही पकड़ लेता है? हाँ नहीं ?
2. (घ) क्या आप अक्सर हवाई किले बनाया करते हैं? हाँ नहीं ?
3. (घ) जब कभी बीमार पड़ते हैं, तो डाक्टर से मिलने में क्या आपको डर लगता है? हाँ नहीं ?
4. (ग) किसी प्रीतिभोज या स्वागत-समारोह में क्या आप उपस्थित प्रमुख व्यक्तियों से मिलने की चेष्टा करते हैं? हाँ नहीं ?
5. (क) क्या आपको कभी घर से भाग जाने की प्रबल इच्छा हुई है? हाँ नहीं ?
6. (ग) किसी प्रीतिभोज में लोगों का परिचय देने का कार्यभार (जिम्मेदारी) क्या आप अपने ऊपर ले लेते हैं। हाँ नहीं ?
7. (क) क्या आप कभी यह महसूस करते हैं कि आपके माता पिता आपसे निराश हैं? हाँ नहीं ?
8. (घ) क्या आप पर अक्सर निराशा छा जाती है? हाँ नहीं ?
9. (ग) जब कुछ लोग आपस में बातचीत कर रहे हों जो कोई उचित विचार प्रकट करने के लिये सोचने में क्या आपको अक्सर कठिनाई होती है? हाँ नहीं ?
10. (क) परिवार के भरण पोषण के लिये जिस तरह का काम आपके पिता को करना पड़ता है, क्या उसके लिये आपको कभी शर्मिन्दा होना पड़ा है? हाँ नहीं ?
11. (ख) क्या आप कभी किसी उदास मण्डली को मनोरंजक बना सकते हैं? हाँ नहीं ?

12. (क) क्या आपकी माँ घर में अपनी हुकूमत चलाने की कोशिश करती हैं? हाँ नहीं ?
13. (क) क्या आपके माता पिता में से किसी ने अक्सर आपकी अनुचित निंदा की है? हाँ नहीं ?
14. (ग) किसी सार्वजनिक सभा में सभी के बैठ जाने के बाद प्रवेश करने में क्या आपको घबराहट होती है? हाँ नहीं ?
15. (घ) लोगों के बीच रहने पर भी क्या अक्सर आप अपने को अकेला महसूस करते हैं? हाँ नहीं ?
16. (क) क्या आप महसूस करते हैं कि आपके घर में सच्चे स्नेह और प्रेम की कमी रही है? हाँ नहीं ?
17. (ग) स्कूल में क्लास के सामने मौखिक (मुँहजबानी) विवरण देने में क्या आपको कठिनाई होती है? हाँ नहीं ?
18. (ख) क्या आपको अक्सर सर दर्द होता है? हाँ नहीं ?
19. (ख) शोर-गुल न रहने पर भी क्या कभी-कभी आपको नींद नहीं आती है? हाँ नहीं ?
20. (ग) बस या रेल में सफर करते समय क्या आप कभी-कभी दूसरे सहयात्रियों से बातें करते हैं? हाँ नहीं ?
21. (ख) दिन के अन्त में क्या आप अक्सर बहुत थकावट महसूस करते हैं? हाँ नहीं ?
22. (घ) भूकम्प या आग लगने की कल्पना क्या आपको डरा देती है? हाँ नहीं ?
23. (ख) क्या आपका वजन हाल में कुछ घट गया है? हाँ नहीं ?
24. (क) आज्ञा उचित है या अनुचित इसका ख्याल किये बिना क्या आपके माता-पिता में से किसी ने भी उसे मानने के लिए आपको बाध्य किया है? हाँ नहीं ?
25. (ग) क्या आप दूसरों से बिना किसी हिचक के सहायता माँग लेते हैं? हाँ नहीं ?
26. (क) निकट सम्बन्धियों में से किसी की बीमारी या मृत्यु के कारण क्या आपका पारिवारिक जीवन दुःखमय हो गया है? हाँ नहीं ?
27. (ख) क्या आप कभी किसी दुर्घटना में बुरी तरह घायल हुए हैं? हाँ नहीं ?
28. (क) क्या रुपये की कमी के कारण पारिवारिक जीवन आपको अच्छा नहीं लगता है? हाँ नहीं ?
29. (घ) क्या मामूली बातों पर आपकी आँखों में आँसू आ जाते हैं? हाँ नहीं ?

30. (ग) क्या आपकी झिझक या शर्मीलापन आपको परेशानी में डाल देता है? हाँ नहीं ?
31. (क) क्या आपके माता-पिता में से किसी ने प्रायः आपके आचरण में दोष निकाला है? हाँ नहीं ?
32. (ख) क्या आपको कभी ऑपरेशन कराना पड़ा है? हाँ नहीं ?
33. (ग) कुछ लोगों के बीच विचार-विमर्श के लिये अपनी बात पेश करने में आप बहुत आत्मसचेत हो जाते हैं? यानी आपका ध्यान अपनी ओर चला आता है। हाँ नहीं ?
34. (घ) साँप देखकर क्या आप डर जाते हैं? हाँ नहीं ?
35. (क) आप जिस तरह के साथियों की संगति में रहते हैं, उस पर क्या आपके माता-पिता ने अक्सर आपत्ति (एतराज़) की है? हाँ नहीं ?
36. (घ) क्या आपकी ग़लती न रहने पर भी आपके काम में अक्सर गड़बड़ी हो जाती है? हाँ नहीं ?
37. (ख) क्या आपको अक्सर सर्दी-जुकाम हो जाया करता है? हाँ नहीं ?
38. (ग) दूसरों के लिए योजनाएँ बनाने तथा उन्हें निर्देशन देने का क्या आपको अनुभव हुआ है? हाँ नहीं ?
39. (घ) क्या बिजली के कौंधने से आप डर जाते हैं? हाँ नहीं ?
40. (क) क्या आपके माता या पिता जल्द ही चिड़चिड़ा जाते हैं? हाँ नहीं ?
41. (ख) क्या आपको अक्सर 'इनफ़्ल्यूएन्ज़ा' हो जाया करता है? हाँ नहीं ?
42. (घ) स्कूल में कम नम्बर पाने पर क्या आप अक्सर उदास होते रहे हैं? हाँ नहीं ?
43. (ग) किसी ऐसे आदमी से जिससे आपका परिचय तुरन्त हुआ है बातें शुरू करने में क्या आपको दिक्कत होती है? हाँ नहीं ?
44. (ख) पिछले दस वर्षों में क्या आप काफी बीमार रहे हैं? हाँ नहीं ?
45. (क) घर में कोई काम किस तरह होना चाहिए इस विषय पर अपने माता-पिता में से किसी से क्या आपको अक्सर विरोध हुआ है? हाँ नहीं ?
46. (ग) क्या आपके प्रश्न का उत्तर जानते हुए भी पूछे जाने पर अक्सर इसलिए उत्तर नहीं दिया कि आप क्लास में औरों के सामने बोलने से घबराते हैं? हाँ नहीं ?
47. (ख) क्या आप अक्सर पेट में वायु की गड़बड़ी से परेशान रहते हैं? हाँ नहीं ?
48. (क) क्या आपके निकट सम्बन्धियों में अक्सर घरेलू झगड़े हुआ करते हैं? हाँ नहीं ?
49. (ग) यदि आप लड़का हैं जो लड़कियों से, और यदि लड़की हैं तो लड़कों से क्या घुल-मिलकर बातें कर सकते हैं? हाँ नहीं ?

50. (घ) क्या आप जल्द निरुत्साह हो जाते हैं? हाँ नहीं ?
51. (ख) क्या आपको अक्सर चक्कर आया करता है? हाँ नहीं ?
52. (घ) क्या आप अपने किये पर अक्सर पछताते हैं? हाँ नहीं ?
53. (घ) यदि आप किसी महत्वपूर्ण प्रीतिभोज में अतिथि रहे हैं, तो कोई चीज़ घटने पर माँगने के अपेक्षा क्या उसके बगैर ही काम चला लेते हैं? हाँ नहीं ?
54. (क) क्या आप ऐसा महसूस करते हैं कि आपके माता-पिता आपको सयाना न समझ पाने के कारण, आपके साथ बच्चों के जैसा ही व्यवहार करते हैं? हाँ नहीं ?
55. (घ) किसी वस्तु को गौर से देखने में क्या आपकी आँखों पर जोर पड़ता है? हाँ नहीं ?
56. (घ) किसी ऊँची जगह में खड़े होने पर कभी आपको यह डर लगा है कि कहीं आप नीचे कूद न पड़ें? हाँ नहीं ?
57. (ग) जलसों तथा सभाओं में लोगों के सामने मंच पर आने का क्या आपको कभी अवसर मिला है? हाँ नहीं ?
58. (ख) सुबह उठने पर क्या आप अक्सर अपने को थका हुआ महसूस करते हैं? हाँ नहीं ?
59. (क) क्या आप ऐसा महसूस करते हैं कि आपके माता-पिता ने आप के साथ ज़रूरत से ज़्यादा सख्ती की है? हाँ नहीं ?
60. (घ) क्या आप बहुत जल्दी क्रोधित हो जाते हैं? हाँ नहीं ?
61. (ख) क्या आपको अक्सर अपने को डाक्टर से दिखाने की ज़रूरत पड़ी है? हाँ नहीं ?
62. (ग) लोगों के सामने भाषण देने में क्या आपको बहुत कठिनाई होती है? हाँ नहीं ?
63. (घ) क्या आप अपने को अक्सर असाध्य पाते हैं? हाँ नहीं ?
64. (क) क्या आपके माता-पिता में से किसी को कुछ ऐसी खास आदत है जिससे आप रंज हो जाते हैं? हाँ नहीं ?
65. (घ) क्या आप अपने अन्दर किसी तरह की कमी या हीनता महसूस करके दुःखी रहते हैं? हाँ नहीं ?
66. (ख) क्या आप अधिकतर थकावट महसूस करते हैं? हाँ नहीं ?
67. (घ) क्या आप अपने को बहुत जल्द घबराने वाला समझते हैं? हाँ नहीं ?
68. (ग) क्या आपको लोगों के साथ नाँच रंग में बड़ा मज़ा आता है? हाँ नहीं ?
69. (घ) क्या आपको अपनी शक्ल-सूरत के कारण चिन्ता रहती है? हाँ नहीं ?
70. (क) क्या आप अपनी माता को अपने पिता की अपेक्षा अधिक प्यार करते हैं? हाँ नहीं ?
71. (ख) क्या आपको अपच (बदहज़मी) की शिकायत रहती है? हाँ नहीं ?
72. (ग) यदि आपको किसी ऐसे व्यक्ति से, जिससे आप पूर्णतया परिचित न हों, कोई चीज़ माँगनी हो, तो क्या आप खुद माँगने न जाकर उस व्यक्ति को पत्र लिखकर माँगना पसन्द करेंगे? हाँ नहीं ?

73. (घ) क्या आप जल्दी ही शरमा जाते हैं? हाँ नहीं ?
74. (क) घर में शान्ति रखने के लिये, आपको क्या अक्सर चुप रहना या घर से बाहर निकल जाना पड़ता है? हाँ नहीं ?
75. (ग) उन लोगों के सामने होते हुए जिनकी आप बहुत प्रशंसा करते हैं, परन्तु पूर्णतया परिचित नहीं हैं, क्या आप अपने विषय में सोचने लगते हैं? हाँ नहीं ?
76. (ख) क्या आपको टौन्सिल या कण्ठ-नलिका की बीमारी है? हाँ नहीं ?
77. (घ) क्या आपको इस बात से परेशानी होती है कि संसार असार है? हाँ नहीं ?
78. (ग) क्या आप कभी-कभी सामाजिक कार्यों के नेता होते हैं? हाँ नहीं ?
79. (घ) क्या आपके दिल पर जल्द ही चोट लग जाती है? हाँ नहीं ?
80. (ख) क्या आपको अक्सर कब्जियत की शिकायत रहती है? हाँ नहीं ?
81. (क) क्या आपके अन्दर कभी-कभी परिवार के सदस्यों प्रति घृणा और प्रेम के विरोधी भाव एक साथ आते हैं? हाँ नहीं ?
82. (ग) यदि आप किसी सभा में देर से पहुँचे तो क्या सामने वाली खाली कुर्सी पर बैठने के बदले खड़े रहना या वहाँ से हट जाना पसन्द करेंगे? हाँ नहीं ?
83. (ख) क्या बचपन में आप अधिक बीमार रहा करते थे? हाँ नहीं ?
84. (घ) क्या सम्भावित विपत्तियों के विषय में आप चिन्तित रहते हैं? हाँ नहीं ?
85. (ग) क्या आप जल्द ही मित्रता कर लेते हैं? हाँ नहीं ?
86. (क) क्या अपनी माता के साथ आपका सम्बन्ध साधारणतः अच्छा रहा है? हाँ नहीं ?
87. (घ) क्या आप यह सोचकर परेशान होते हैं कि दूसरे लोग आपके मनोभावों को भाँप लेते हैं? हाँ नहीं ?
88. (ख) क्या आपको नाक से साँस लेने में अक्सर दिक्कत होती है? हाँ नहीं ?
89. (ग) पार्टी या प्रीतिभोज में क्या आप अक्सर लोगों का ध्यान अपनी ओर खींच लेते हैं? हाँ नहीं ?
90. (क) क्या आपके माता या पिता जल्द क्रोधित हो जाते हैं? हाँ नहीं ?
91. (ख) क्या आपको कभी-कभी बहुत ज़ोर का सरदर्द होता है? हाँ नहीं ?
92. (क) क्या आपके घर में जिन्दगी की सारी ज़रूरी चीज़ें हमेशा मिलती रही हैं? हाँ नहीं ?
93. (ग) क्या आपकी प्रवृत्ति बहुत लोगों से परिचय रखने की अपेक्षा कुछ ही सच्चे मित्र बनाने की ओर है? हाँ नहीं ?
94. (क) आदर्श पुरुष की जो कल्पना आपके मन में है, क्या आप अपने पिता को उसके अनुरूप समझते हैं? हाँ नहीं ?
95. (ख) क्या आप यह सोचकर परेशान होते हैं कि रास्ते में लोग आपकी ओर देख रहे हैं? हाँ नहीं ?

96. (ख) क्या आपका वज़न जितना होना चाहिए, उससे काफी कम है? हाँ नहीं ?
97. (क) क्या आपके माता-पिता में से किसी ने आपकी शक्ल सूरत की आलोचना की है, जिसके कारण आपको दुःख पहुँचा हो? हाँ नहीं ?
98. (घ) अपनी आलोचना सुनकर क्या आप बहुत परेशान हो जाते हैं? हाँ नहीं ?
99. (ग) यदि आपको लोगों के समूह में से उठकर जाने की अनुमति लेनी हो तो क्या आपको हिचक होगी? हाँ नहीं ?
100. (ख) क्या आपको चश्मा लगाना पड़ता है? हाँ नहीं ?
101. (घ) क्या आपके दिमाग में कोई बेकार बात आकर आपको परेशान करती है? हाँ नहीं ?
102. (क) दस से पन्द्रह वर्ष की उम्र के बीच क्या आपके माता-पिता ने अक्सर आपको सज़ा दी है? हाँ नहीं ?
103. (ग) किसी शिक्षक के आपके घर अचानक आ जाने पर क्या आप काफी घबरा जाते हैं? हाँ नहीं ?
104. (ख) क्या आपको अपनी तन्दुरुस्ती पर ध्यान देना पड़ता है? हाँ नहीं ?
105. (घ) क्या आप जल्दी ही घबरा जाते हैं? हाँ नहीं ?
106. (क) अपनी जीविका के विषय में माता-पिता के साथ क्या आपका मतभेद हुआ है? हाँ नहीं ?
107. (ग) क्या किसी अजनबी से बातें शुरू करने में आपको कठिनाई होती है? हाँ नहीं ?
108. (घ) अपमानजनक अनुभव क्या आपको बहुत देर तक चिन्तित किये रहते हैं? हाँ नहीं ?
109. (ख) क्या आप बीमारी के कारण स्कूल से अक्सर अनुपस्थित रहे हैं? हाँ नहीं ?
110. (घ) क्या आप कभी किसी ऐसी चीज़ से बहुत डर गये हैं जिसके बारे में आप जानते हैं कि उससे आपको कोई हानि नहीं हो सकती? हाँ नहीं ?
111. (क) क्या आपके माता-पिता में से कोई बहुत घबरा जाने वाले हैं? हाँ नहीं ?
112. (ग) क्या आप सामाजिक उत्सव या मनोरंजक समारोह में भाग लेना पसन्द करते हैं? हाँ नहीं ?
113. (घ) क्या बिना किसी खास कारण के आपकी मनोदशा में परिवर्तन होता रहता है? हाँ नहीं ?
114. (ख) क्या आपके कुछ दाँतों को इलाज़ की ज़रूरत है? हाँ नहीं ?
115. (ग) कक्षा में कोई चीज़ जुबानी सुनाते समय क्या आप बहुत आत्म-सचेत हो जाते हैं यानी आपका ध्यान अपनी ओर चला जाता है? हाँ नहीं ?
116. (क) क्या आपके माता-पिता में से किसी ने आप पर हद से ज़्यादा हुक्म की है? हाँ नहीं ?

117. (घ) क्या अक्सर आपके मन में कुछ भाव इस तरह के उठते हैं कि आपको नींद नहीं आ पाती है? हाँ नहीं ?
118. (क) क्या आपने अक्सर ऐसा महसूस किया है कि आपके माता या पिता आपको समझ नहीं पाये? हाँ नहीं ?
119. (क) क्लास में कोई चीज़ सुनाने के लिये अपना नाम देने में क्या आपको हिचकिचाहट होती है? हाँ नहीं ?
120. (घ) अँधेरे में अकेला रहने पर क्या आपको डर लगता है? हाँ नहीं ?
121. (ख) क्या आपको कभी चर्म रोग हुआ है, जैसे कारबंकल, फोड़े-फुन्सी या खुजली-दिनाय इत्यादि? हाँ नहीं ?
122. (क) क्या आपने ऐसा महसूस किया है कि आपकी अपेक्षा आपके दोस्तों का पारिवारिक जीवन अधिक सुन्दर है? हाँ नहीं ?
123. (ख) क्या आपका सर्दी-जुकाम जल्द अच्छा नहीं होता है? हाँ नहीं ?
124. (ग) जब कमरे के भीतर बैठकर कुछ लोग आपस में बातचीत कर रहे हों, तो उस कमरे में प्रवेश करते समय क्या आपको हिचकिचाहट होती है? हाँ नहीं ?

APPENDIX—V

प्रिय साथियो,

इस शोध कार्य का मुख्य उद्देश्य उन कारकों का पता लगाना है जिन से आपके कार्य स्थिति तथा कार्य जीवन की विशेषता उजागर होती है। इस शोध कार्य की सफलता आपकी ईमानदारी से दिए गए प्रश्नों के उत्तरों पर निर्भर है। निरानन्देह आपके द्वारा दिए उत्तर गोपनीय रहेंगे तथा सिर्फ और सिर्फ शोध कार्य के लिए प्रयोग किये जाएंगे।

आशा है आप इस कार्य में पूर्ण सहयोग देंगे जिससे उद्देश्य की प्राप्ति हो सकेगी। कृपया किसी भी प्रश्नावली को अधूरा न छोड़ें। सभी प्रश्नों को ध्यान से पढ़कर उत्तर दें। यहाँ उत्तरों के सही या ग़लत होने की संभावना नहीं। समय की पाबन्दी भी नहीं है फिर भी जल्दी समाप्त करने का प्रयास करें।

धन्यवाद।

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प्रवक्ता,
मनोविज्ञान विभाग, ए.एम.यू.
अलीगढ़
(यू.जी.सी. शोध योजना)

खण्ड 'अ'

निर्देश

यह प्रश्नावली एक मनोवैज्ञानिक जाँच के उद्देश्य से दी जा रही है। इसमें आपके कार्य वातावरण से सम्बन्धित कुछ कथन दिये गये हैं। प्रत्येक कथन के सामने पाँच सम्भावित उत्तर दिये गये हैं। आप की नौकरी अथवा संगठन विभाग के सन्दर्भ में जो भी उत्तर ठीक लगे उसके नीचे 'रेखा' खींच दीजिए। प्रत्येक कथन के लिए पाँच सम्भावित उत्तरों में से ही उत्तर देना है। अपना उत्तर स्वतन्त्र होकर दें, आपके द्वारा दिये गये उत्तर को पूर्णतः गोपनीय रखे जायेंगे।

कृपया सभी प्रश्नों के उत्तर दीजिए

1. इस नौकरी में मुझे बहुत अधिक काम करना पड़ता है।	पूर्ण असहमत	असहमत	अनिश्चित	सहमत	पूर्ण सहमत
2. मुझे अपने काम तथा कार्य परिणामों के सम्बन्ध में उपलब्ध निर्देश तथा रचनाएँ अस्पष्ट और अपर्याप्त हैं।	पूर्ण असहमत	असहमत	अनिश्चित	सहमत	पूर्ण सहमत
3. मेरे कामों के सम्बन्ध विभिन्न अधिकारियों के निर्देशों पर निर्भर होते हैं।	पूर्ण असहमत	असहमत	अनिश्चित	सहमत	पूर्ण सहमत

के निर्देश परस्पर विरोधी होते हैं।					
4. राजनैतिक, सामूहिक दबाव तथा औपचारिक नियमों के निर्देशों के बीच सामंजस्य स्थापित करना मेरे लिए जटिल समस्या बन जाती है।	पूर्ण असहमत	असहमत	अनिश्चित	सहमत	पूर्ण सहमत
5. बहुत सारे कर्मचारियों की कार्य कुशलता तथा उत्पादन की जिम्मेदारी मेरे ऊपर थोप दी जाती है।	पूर्ण असहमत	असहमत	अनिश्चित	सहमत	पूर्ण सहमत
6. यहाँ मेरे सलाहों पर विशेष ध्यान दिया जाता है तथा उन्हें कार्यान्वित भी किया जाता है।	पूर्ण असहमत	असहमत	अनिश्चित	सहमत	पूर्ण सहमत
7. कर्मचारियों के काम के बँटवारे के सम्बन्ध में मेरे निर्णय तथा निर्देशों का समुचित ढंग से पालन किया जाता है।	पूर्ण असहमत	असहमत	अनिश्चित	सहमत	पूर्ण सहमत
8. मुझे अपने पसन्द के लोगों के साथ काम करना पड़ता है।	पूर्ण असहमत	असहमत	अनिश्चित	सहमत	पूर्ण सहमत
9. मेरे काम निरस तथा उबाऊ प्रकृति के हैं।	पूर्ण असहमत	असहमत	अनिश्चित	सहमत	पूर्ण सहमत
10. इस संगठन के उच्च अधिकारी मेरे आत्म सम्मान का ध्यान रखते हैं।	पूर्ण असहमत	असहमत	अनिश्चित	सहमत	पूर्ण सहमत
11. मुझे अपने परिश्रम तथा काम के मात्रा की तुलना में कम वेतन मिलता है।	पूर्ण असहमत	असहमत	अनिश्चित	सहमत	पूर्ण सहमत
12. मैं अपना काम तनावपूर्ण स्थिति में करता हूँ।	पूर्ण असहमत	असहमत	अनिश्चित	सहमत	पूर्ण सहमत
13. काम की अधिकता के कारण जरूरत से कम कर्मचारियों तथा साधनों में ही काम चलाना पड़ता है।	पूर्ण असहमत	असहमत	अनिश्चित	सहमत	पूर्ण सहमत
14. मेरे कार्यों के लक्ष्य तथा विधियाँ पूर्णतया स्पष्ट तथा नियोजित हैं।	पूर्ण असहमत	असहमत	अनिश्चित	सहमत	पूर्ण सहमत
15. विभिन्न अधिकारी मेरे कार्य क्षेत्र तथा काम करने की विधि में हस्तक्षेप नहीं करते।	पूर्ण असहमत	असहमत	अनिश्चित	सहमत	पूर्ण सहमत
16. सामूहिक राजनैतिक दबावों के कारण मुझे न चाहते हुए भी कुछ काम करने पड़ते हैं।	पूर्ण असहमत	असहमत	अनिश्चित	सहमत	पूर्ण सहमत
17. अनेक लोगों के भविष्य की जिम्मेदारी मेरे ही ऊपर है।	पूर्ण असहमत	असहमत	अनिश्चित	सहमत	पूर्ण सहमत
18. उच्च स्तरीय प्रशासनिक औद्योगिक समस्याओं को सुलझाने में मेरा सहयोग लिया जाता है।	पूर्ण असहमत	असहमत	अनिश्चित	सहमत	पूर्ण सहमत
19. कर्मचारियों की ट्रेनिंग प्रोग्राम के बारे में मेरे सलाहों को समुचित महत्व दिया जाता है।	पूर्ण असहमत	असहमत	अनिश्चित	सहमत	पूर्ण सहमत
20. मेरे कुछ सहकर्मी तथा अधीनस्थ कर्मचारी मुझे असफल तथा बदनाम करने की कोशिश करते हैं।	पूर्ण असहमत	असहमत	अनिश्चित	सहमत	पूर्ण सहमत
21. मुझे अपने कार्य क्षमता तथा अनुभवों को स्वतन्त्र ढंग से उपयोग करने का अवसर मिलता है।	पूर्ण असहमत	असहमत	अनिश्चित	सहमत	पूर्ण सहमत
22. इस नौकरी के कारण मुझे समाज में काफी सम्मान मिलता है।	पूर्ण असहमत	असहमत	अनिश्चित	सहमत	पूर्ण सहमत

23. मेरे कठिन परिश्रम तथा कुशल निष्पादन के लिए शायद ही कभी मुझे समुचित प्रतिफल पुरस्कार मिलता है।	पूर्ण असहमत	असहमत	अनिश्चित	सहमत	पूर्ण सहमत
24. मेरे कुछ कार्य बहुत ही जोखिम तथा जटिल हैं।	पूर्ण असहमत	असहमत	अनिश्चित	सहमत	पूर्ण सहमत
25. काम की अधिकता के कारण मुझे अपने काम बहुत ही जल्दी-जल्दी निपटाने में काफी परेशानी होती है।	पूर्ण असहमत	असहमत	अनिश्चित	सहमत	पूर्ण सहमत
26. मेरे कार्य क्षेत्र तथा अधिकार की सीमा अनिश्चित तथा अस्पष्ट होने के कारण मैं अपना काम सुगमता से नहीं कर पाता।	पूर्ण असहमत	असहमत	अनिश्चित	सहमत	पूर्ण सहमत
27. मुझे जो नये काम दिये जाते हैं उन्हें करने के लिए न तो स्पष्ट निर्देश दिये जाते हैं और न पर्याप्त साधन ही उपलब्ध हैं।	पूर्ण असहमत	असहमत	अनिश्चित	सहमत	पूर्ण सहमत
28. सामूहिक अनुकूलता बनाये रखने के लिये मुझे कभी-कभी सामान्य से अधिक काम/उत्पादन करना पड़ जाता है।	पूर्ण असहमत	असहमत	अनिश्चित	सहमत	पूर्ण सहमत
29. इस संगठन/विभाग के विकास तथा उन्नति की एक बड़ी जिम्मेदारी मेरे ऊपर है।	पूर्ण असहमत	असहमत	अनिश्चित	सहमत	पूर्ण सहमत
30. संगठन/विभाग की महत्वपूर्ण नीतियों के निर्धारण में मुझसे सुझाव लिये जाते हैं।	पूर्ण असहमत	असहमत	अनिश्चित	सहमत	पूर्ण सहमत
31. महत्वपूर्ण नियुक्तियों में रुचि तथा महत्व का ध्यान रखा जाता है।	पूर्ण असहमत	असहमत	अनिश्चित	सहमत	पूर्ण सहमत
32. प्रशासनिक तथा उद्योग सम्बन्धित समस्याओं को सुलझाने में मेरे सहकर्मी स्वेच्छा-पूर्वक सहयोग देते हैं।	पूर्ण असहमत	असहमत	अनिश्चित	सहमत	पूर्ण सहमत
33. यहाँ मुझे अपनी अभियोग्यता तथा कौशल को विकसित करने के लिये पर्याप्त अवसर मिलता है।	पूर्ण असहमत	असहमत	अनिश्चित	सहमत	पूर्ण सहमत
34. मेरे उच्च अधिकारी मेरे पद तथा कामों को विशेष महत्व नहीं देते हैं।	पूर्ण असहमत	असहमत	अनिश्चित	सहमत	पूर्ण सहमत
35. मैं अनुभव करता हूँ कि इस नौकरी के कारण मेरा जीवन एक बोझ सा बन गया है।	पूर्ण असहमत	असहमत	अनिश्चित	सहमत	पूर्ण सहमत
36. इस नौकरी में अधिक व्यस्त रहने के कारण मैं अपने पारिवारिक तथा व्यक्तिगत कामों व समस्याओं के लिये पर्याप्त समय नहीं दे पाता हूँ।	पूर्ण असहमत	असहमत	अनिश्चित	सहमत	पूर्ण सहमत
37. मेरे उच्च अधिकारी तथा सहयोगी मुझसे किस प्रकार के कार्य व व्यवहार की आकांक्षा करते हैं यह स्पष्ट नहीं होता।	पूर्ण असहमत	असहमत	अनिश्चित	सहमत	पूर्ण सहमत
38. यहाँ कर्मचारी अधिकारिक निर्देशों तथा औपचारिक कार्य प्रणाली को समुचित महत्व देते हैं।	पूर्ण असहमत	असहमत	अनिश्चित	सहमत	पूर्ण सहमत
39. राजनीतिक सामूहिक दबावों के कारण मुझे प्रायः औपचारिक तथा प्रशासनिक कार्यप्रणाली व नीतियों का उल्लंघन करने को मजबूर होना पड़ता है।	पूर्ण असहमत	असहमत	अनिश्चित	सहमत	पूर्ण सहमत
40. कार्य प्रणाली, उपकरण तथा कार्य की	पूर्ण असहमत	असहमत	अनिश्चित	सहमत	पूर्ण सहमत

दशा में किसी प्रकार के सुधार तथा परिवर्तन के सम्बन्ध में मेरी सलाह मांगी जाती है।					
41. यहाँ कर्मचारियों में पारस्परिक सहयोग तथा समूह भावना पर्याप्त मात्रा में है।	पूर्ण असहमत	असहमत	अनिश्चित	सहमत	पूर्ण सहमत
42. संगठन संस्था के उन कामों तथा समस्याओं के समाधान में मेरा सहयोग तथा सलाह नहीं लिया जाता जिसके लिये मैं पर्याप्त हूँ।	पूर्ण असहमत	असहमत	अनिश्चित	सहमत	पूर्ण सहमत
43. यहाँ की कार्यदशा हमारी सुविधा तथा कल्याण की दृष्टि से संतोषजनक है।	पूर्ण असहमत	असहमत	अनिश्चित	सहमत	पूर्ण सहमत
44. मुझे कुछ ऐसे कार्य भी करने पड़ते हैं जो दूसरों को करने चाहिये।	पूर्ण असहमत	असहमत	अनिश्चित	सहमत	पूर्ण सहमत
45. वर्तमान कार्यप्रणाली एवं प्रशासनिक नीतियों के स्थान पर एक-एक नवीन प्रणाली तथा नीतियों को कार्यान्वित करने में काफी परेशानी हो जाती है।	पूर्ण असहमत	असहमत	अनिश्चित	सहमत	पूर्ण सहमत
46. कार्य की अधिकता एवं समय की कमी के कारण अपना काम उतनी अच्छी तरह नहीं कर पाता जितना मैं करना चाहता हूँ।	पूर्ण असहमत	असहमत	अनिश्चित	सहमत	पूर्ण सहमत

‘धन्यवाद’

खण्ड ‘ब’

निर्देश

यह प्रश्नावली एक मनोवैज्ञानिक जाँच के उद्देश्य से दी जा रही है। इसमें आपके कार्य वातावरण से सम्बन्धित कुछ कथन दिये गये हैं। प्रत्येक कथन के सामने कोष्ठ () बना हुआ है। आप की नौकरी अथवा संगठन विभाग के सन्दर्भ में जो भी उत्तर सबसे ठीक लगे उसके सामने (5), उससे कम (4), उससे कम (3) तथा उससे कम (2) एवं सबसे कम (1) अंक इंगित करें।

- वैयक्तिक तरक्की और विकास के अवसर ()
- मेरे कार्य के लिए वेतन ()
- विभाग में मेरे कार्य की महत्ता ()
- मेरे कार्य में लक्ष्यों के निर्धारण में भाग लेने के अवसर ()
- मेरे कार्य में अर्थवत्ता एवं सन्तुष्टि का भाव ()

6. मेरे कार्य में प्रक्रियाओं एवं पद्धतियों के निर्धारण में भाग लेने के अवसर ()
7. इस पद पर कार्य करने से प्राप्त होने वाली आत्म संतुष्टि ()
8. विभाग में बाहर मेरे कार्य की महत्ता ()
9. मेरे कार्य में सुरक्षा का भाव ()
10. मेरे कार्य में दूसरे लोगों की सहायता के अवसर ()
11. मेरे कार्य में स्वतंत्र चिंतन एवं जदनुकूल आचरण के अवसर ()
12. मेरे कार्य में घनिष्ठ मित्रता के विकास के अवसर ()
13. मुझ में अपने कार्य को समझने की भावना है ()
14. मेरे कार्य से जुड़े अधिकार ()
15. इस पद पर कार्य करते हुए व्यक्ति को प्राप्त होने वाला आत्म सम्मान ()

धन्यवाद ।

खण्ड 'स'

निर्देश

क्या आप अपने आपको अच्छी तरह जानना चाहते हैं? इसके बाद वाले पत्रों में दिये प्रश्नों के उत्तर यदि आप सही-सही और सोच समझकर देंगे, तब आप अपने आप को अच्छी तरह जान सकेंगे।

यहाँ उत्तरों के सही या ग़लत होने की सम्भावना नहीं है। प्रत्येक सवाल का उत्तर 'हाँ' या 'नहीं' या '?' में दे सकते हैं। इन तीनों में से जो उत्तर आपके विचार में सबसे ठीक हो उसे उत्तर सत्र में घेर दें। प्रश्नवाचक चिन्ह (?) को तभी घेरें जब आप निश्चित हो जायें कि आप 'हाँ' या 'नहीं' में उत्तर नहीं दे सकते हैं। समय की पाबन्दी नहीं है फिर भी जल्दी समाप्त करने की कोशिश करें।

यदि आप अपने माता-पिता के साथ न रहते आये हों, तो कुछ प्रश्नों के उत्तर (जो कि उनके विषय में हैं), उन्हीं लोगों को ध्यान में रखकर दें जिनके साथ आप रहते आये हों।

1. (ख) क्या आपको सदा जुकाम जल्दी ही पकड़ लेता है? हाँ नहीं?
2. (घ) क्या आप अक्सर हवाई किले बनाया करते हैं? हाँ नहीं?

3. (घ) जब कभी बीमार पड़ते हैं, तो डाक्टर से मिलने में क्या आपको डर लगता है? हाँ नहीं?
4. (ग) किसी प्रीतिभोज या स्वागत-समारोह में क्या आप उपस्थित प्रमुख व्यक्तियों से मिलने की चेष्टा करते हैं? हाँ नहीं?
5. (क) क्या आपको कभी घर से भाग जाने की पबल इच्छा हुई है? हाँ नहीं?
6. (ग) किसी प्रीतिभोज में लोगों का परिचय देने का कार्यभार (जिम्मेदारी) क्या आप अपने ऊपर ले लेते हैं। हाँ नहीं?
7. (क) क्या आप कभी यह महसूस करते हैं कि आपके माता पिता आपसे निराश हैं? हाँ नहीं?
8. (घ) क्या आप पर अक्सर निराशा छा जाती है? हाँ नहीं?
9. (ग) जब कुछ लोग आपस में बातचीत कर रहे हों जो कोई उचित विचार प्रकट करने के लिये सोचने में क्या आपको अक्सर कठिनाई होती है? हाँ नहीं?
10. (क) परिवार के भरण पोषण के लिये जिस तरह का काम आपके पिता को करना पड़ता है, क्या उसके लिये आपको कभी शर्मिन्दा होना पड़ा है? हाँ नहीं?
11. (ख) क्या आप कभी किसी उदास मण्डली को मनोरंजक बना सकते हैं? हाँ नहीं?
12. (क) क्या आपकी माँ घर में अपनी हुकूमत चलाने की कोशिश करती हैं? हाँ नहीं?
13. (क) क्या आपके माता पिता में से किसी ने अक्सर आपकी अनुचित निंदा की है? हाँ नहीं?
14. (ग) किसी सार्वजनिक सभा में सभी के बैठ जाने के बाद प्रवेश करने में क्या आपको घबराहट होती है? हाँ नहीं?
15. (घ) लोगों के बीच रहने पर भी क्या अक्सर आप अपने को अकेला महसूस करते हैं? हाँ नहीं?
16. (क) क्या आप महसूस करते हैं कि आपके घर में सच्चे स्नेह और प्रेम की कमी रही है? हाँ नहीं?
17. (ग) स्कूल में क्लास के सामने मौखिक (मुँहजबानी) विवरण देने में क्या आपको कठिनाई होती है? हाँ नहीं?

18. (ख) क्या आपको अक्सर सर दर्द होता है? हाँ नहीं?
19. (ख) शोर-गुल न रहने पर भी क्या कभी-कभी आपको नींद नहीं आती है? हाँ नहीं?
20. (ग) बस या रेल में सफ़र करते समय क्या आप कभी-कभी दूसरे सहयात्रियों से बातें करते हैं? हाँ नहीं?
21. (ख) दिन के अन्त में क्या आप अक्सर बहुत थकावट महसूस करते हैं? हाँ नहीं?
22. (घ) भूकम्प या आग लगने की कल्पना क्या आपको डरा देती है? हाँ नहीं?
23. (ख) क्या आपका वज़न हाल में कुछ घट गया है? हाँ नहीं?
24. (क) आज्ञा उचित है या अनुचित इसका ख्याल किये बिना क्या आपके माता-पिता में से किसी ने भी उसे मानने के लिए आपको बाध्य किया है? हाँ नहीं?
25. (ग) क्या आप दूसरों से बिना किसी हिचक के सहायता माँग लेते हैं? हाँ नहीं?
26. (क) निकट सम्बन्धियों में से किसी की बीमारी या मृत्यु के कारण क्या आपका पारिवारिक जीवन दुःखमय हो गया है? हाँ नहीं?
27. (ख) क्या आप कभी किसी दुर्घटना में बुरी तरह घायल हुए हैं? हाँ नहीं?
28. (क) क्या रुपये की कमी के कारण पारिवारिक जीवन आपको अच्छा नहीं लगता है? हाँ नहीं?
29. (घ) क्या मामूली बातों पर आपकी आँखों में आँसू आ जाते हैं? हाँ नहीं?
30. (ग) क्या आपकी झिझक या शर्मीलापन आपको परेशानी में डाल देता है? हाँ नहीं?
31. (क) क्या आपके माता-पिता में से किसी ने प्रायः आपके आचरण में दोष निकाला है? हाँ नहीं?
32. (ख) क्या आपको कभी ऑपरेशन कराना पड़ा है? हाँ नहीं?
33. (ग) कुछ लोगों के बीच विचार-विमर्श के लिये अपनी बात पेश करने में आप बहुत आत्मसचेत हो जाते हैं? यानी आपका ध्यान अपनी ओर चला आता है। हाँ नहीं?
34. (घ) साँप देखकर क्या आप डर जाते हैं? हाँ नहीं?
35. (क) आप जिस तरह के साथियों की संगति में रहते हैं, उस पर क्या

- आपके माता-पिता ने अक्सर आपत्ति (एतराज) की है? हाँ नहीं?
36. (घ) क्या आपकी गलती न रहने पर भी आपके काम में अक्सर गड़बड़ी हो जाती है? हाँ नहीं?
37. (ख) क्या आपको अक्सर सर्दी-जुकाम हो जाया करता है? हाँ नहीं?
38. (ग) दूसरों के लिए योजनाएँ बनाने तथा उन्हें निर्देशन देने का क्या आपको अनुभव हुआ है? हाँ नहीं?
39. (घ) क्या बिजली के कोंधने से आप डर जाते हैं? हाँ नहीं?
40. (क) क्या आपके माता या पिता जल्द ही चिड़चिड़ा जाते हैं? हाँ नहीं?
41. (ख) क्या आपको अक्सर 'इनफ्ल्यूएन्ज़ा' हो जाया करता है? हाँ नहीं?
42. (घ) स्कूल में कम नम्बर पाने पर क्या आप अक्सर उदास होते रहे हैं? हाँ नहीं?
43. (ग) किसी ऐसे आदमी से जिससे आपका परिचय तुरन्त हुआ है बातें शुरू करने में क्या आपको दिक्कत होती है? हाँ नहीं?
44. (ख) पिछले दस वर्षों में क्या आप काफी बीमार रहे हैं? हाँ नहीं?
45. (क) घर में कोई काम किस तरह होना चाहिए इस विषय पर अपने माता-पिता में से किसी से क्या आपको अक्सर विरोध हुआ है? हाँ नहीं?
46. (ग) क्या आपके प्रश्न का उत्तर जानते हुए भी पूछे जाने पर अक्सर इसलिए उत्तर नहीं दिया कि आप क्लास में औरों के सामने बोलने से घबराते हैं? हाँ नहीं?
47. (ख) क्या आप अक्सर पेट में वायु की गड़बड़ी से परेशान रहते हैं? हाँ नहीं?
48. (क) क्या आपके निकट सम्बन्धियों में अक्सर घरेलू झगड़े हुआ करते हैं? हाँ नहीं?
49. (ग) यदि आप लड़का हैं जो लड़कियों से, और यदि लड़की हैं तो लड़कों से क्या घुल-मिलकर बातें कर सकते हैं? हाँ नहीं?
50. (घ) क्या आप जल्द निरुत्साह हो जाते हैं? हाँ नहीं?
51. (ख) क्या आपको अक्सर चक्कर आया करता है? हाँ नहीं?
52. (घ) क्या आप अपने किये पर अक्सर पछताते हैं? हाँ नहीं?
53. (घ) यदि आप किसी महत्वपूर्ण प्रीतिभोज में अतिथि रहे हैं, तो कोई चीज घटने पर मांगने के अपेक्षा क्या उसके बगैर ही काम चला लेते हैं? हाँ नहीं?
54. (क) क्या आप ऐसा महसूस करते हैं कि आपके माता-पिता आपको सयाना न समझ पाने के कारण, आपके साथ बच्चों के जैसा ही व्यवहार करते हैं? हाँ नहीं?
55. (घ) किसी वस्तु को गौर से देखने में क्या आपकी आँखों पर जोर पड़ता है? हाँ नहीं?

56. (घ) किसी ऊँची जगह में खड़े होने पर कभी आपको यह डर लगा है कि
कहीं आप नीचे कूद न पड़ें? हाँ नहीं?
57. (ग) जलसों तथा सभाओं में लोगों के सामने मंच पर आने का क्या आपको
कभी अवसर मिला है? हाँ नहीं?
58. (ख) सुबह उठने पर क्या आप अक्सर अपने को थका हुआ महसूस करते हैं? हाँ नहीं?
59. (क) क्या आप ऐसा महसूस करते हैं कि आपके माता-पिता ने आप के साथ
ज़रूरत से ज़्यादा सख्ती की है? हाँ नहीं?
60. (घ) क्या आप बहुत जल्दी क्रोधित हो जाते हैं? हाँ नहीं?
61. (ख) क्या आपको अक्सर अपने को डाक्टर से दिखाने की ज़रूरत पड़ी है? हाँ नहीं?
62. (ग) लोगों के सामने भाषण देने में क्या आपको बहुत कठिनाई होती है? हाँ नहीं?
63. (घ) क्या आप अपने को अक्सर असाध्य पाते हैं? हाँ नहीं?
64. (क) क्या आपके माता-पिता में से किसी को कुछ ऐसी खास आदत है
जिससे आप रंज हो जाते हैं? हाँ नहीं?
65. (घ) क्या आप अपने अन्दर किसी तरह की कमी या हीनता महसूस करके
दुःखी रहते हैं? हाँ नहीं?
66. (ख) क्या आप अधिकतर थकावट महसूस करते हैं? हाँ नहीं?
67. (घ) क्या आप अपने को बहुत जल्द घबराने वाला समझते हैं? हाँ नहीं?
68. (ग) क्या आपको लोगों के साथ नाँच रंग में बड़ा मज़ा आता है? हाँ नहीं?
69. (घ) क्या आपको अपनी शक्ल-सूरत के कारण चिन्ता रहती है? हाँ नहीं?
70. (क) क्या आप अपनी माता को अपने पिता की अपेक्षा अधिक प्यार करते हैं? हाँ नहीं?
71. (ख) क्या आपको अपच (बदहज़मी) की शिकायत रहती है? हाँ नहीं?
72. (ग) यदि आपको किसी ऐसे व्यक्ति से, जिससे आप पूर्णतया परिचित न हों,
कोई चीज़ माँगनी हो, तो क्या आप खुद माँगने न जाकर उस व्यक्ति
को पत्र लिखकर माँगना पसन्द करेंगे? हाँ नहीं?
73. (घ) क्या आप जल्दी ही शरमा जाते हैं? हाँ नहीं?
74. (क) घर में शान्ति रखने के लिये, आपको क्या अक्सर चुप रहना या घर
से बाहर निकल जाना पड़ता है? हाँ नहीं?
75. (ग) उन लोगों के सामने होते हुए जिनकी आप बहुत प्रशंसा करते हैं,
परन्तु पूर्णतया परिचित नहीं हैं, क्या आप अपने विषय में सोचने लगते हैं? हाँ नहीं?
76. (ख) क्या आपको टौन्सिल या कण्ठ-नलिका की बीमारी है? हाँ नहीं?

77. (घ) क्या आपको इस बात से परेशानी होती है कि संसार असार है? हाँ नहीं?
78. (ग) क्या आप कभी-कभी सामाजिक कार्यों के नेता होते हैं? हाँ नहीं?
79. (घ) क्या आपके दिल पर जल्द ही चोट लग जाती है? हाँ नहीं?
80. (ख) क्या आपको अक्सर कब्जियत की शिकायत रहती है? हाँ नहीं?
81. (क) क्या आपके अन्दर कभी-कभी परिवार के सदस्यों प्रति घृणा और प्रेम के विरोधी भाव एक साथ आते हैं? हाँ नहीं?
82. (ग) यदि आप किसी सभा में देर से पहुँचे तो क्या सामने वाली खाली कुर्सी पर बैठने के बदले खड़े रहना या वहाँ से हट जाना पसन्द करेंगे? हाँ नहीं?
83. (ख) क्या बचपन में आप अधिक बीमार रहा करते थे? हाँ नहीं?
84. (घ) क्या सम्भावित विपत्तियों के विषय में आप चिन्तित रहते हैं? हाँ नहीं?
85. (ग) क्या आप जल्द ही मित्रता कर लेते हैं? हाँ नहीं?
86. (क) क्या अपनी माता के साथ आपका सम्बन्ध साधारणतः अच्छा रहा है? हाँ नहीं?
87. (घ) क्या आप यह सोचकर परेशान होते हैं कि दूसरे लोग आपके मनोभावों को भाँप लेते हैं? हाँ नहीं?
88. (ख) क्या आपको नाक से साँस लेने में अक्सर दिक्कत होती है? हाँ नहीं?
89. (ग) पार्टी या प्रीतिभोज में क्या आप अक्सर लोगों का ध्यान अपनी ओर खींच लेते हैं? हाँ नहीं?
90. (क) क्या आपके माता या पिता जल्द क्रोधित हो जाते हैं? हाँ नहीं?
91. (ख) क्या आपको कभी-कभी बहुत जोर का सरदर्द होता है? हाँ नहीं?
92. (क) क्या आपके घर में जिन्दगी की सारी ज़रूरी चीज़ें हमेशा मिलती रही हैं? हाँ नहीं?
93. (ग) क्या आपकी प्रवृत्ति बहुत लोगों से परिचय रखने की अपेक्षा कुछ ही सच्चे मित्र बनाने की ओर है? हाँ नहीं?
94. (क) आदर्श पुरुष की जो कल्पना आपके मन में है, क्या आप अपने पिता को उसके अनुरूप समझते हैं? हाँ नहीं?
95. (ख) क्या आप यह सोचकर परेशान होते हैं कि रास्ते में लोग आपकी ओर देख रहे हैं? हाँ नहीं?
96. (ख) क्या आपका वज़न जितना होना चाहिए, उससे काफी कम है? हाँ नहीं?
97. (क) क्या आपके माता-पिता में से किसी ने आपकी शक्ल सूरत की आलोचना की है, जिसके कारण आपको दुःख पहुँचा हो? हाँ नहीं?
98. (घ) अपनी आलोचना सुनकर क्या आप बहुत परेशान हो जाते हैं? हाँ नहीं?

99. (ग) यदि आपको लोगों के समूह में से उठकर जाने की अनुमति लेनी हो तो
क्या आपको हिचक होगी? हाँ नहीं?
100. (ख) क्या आपको चश्मा लगाना पड़ता है? हाँ नहीं?
101. (घ) क्या आपके दिमाग में कोई ठेकार दात आकर आपको परेशान करती है? हाँ नहीं?
102. (क) दस से पन्द्रह वर्ष की उम्र के बीच क्या आपके माता-पिता ने अक्सर
आपको सजा दी है? हाँ नहीं?
103. (ग) किसी शिक्षक के आपके घर अचानक आ जाने पर क्या आप
काफी घबरा जाते हैं? हाँ नहीं?
104. (ख) क्या आपको अपनी तन्दुरुस्ती पर ध्यान देना पड़ता है? हाँ नहीं?
105. (घ) क्या आप जल्दी ही घबरा जाते हैं? हाँ नहीं?
106. (क) अपनी जीविका के विषय में माता-पिता के साथ क्या आपका मतभेद हुआ है?
हाँ नहीं?
107. (ग) क्या किसी अजनबी से बातें शुरू करने में आपको कठिनाई होती है? हाँ नहीं?
108. (घ) अपमानजनक अनुभव क्या आपको बहुत देर तक चिन्तित किये रहते हैं? हाँ नहीं?
109. (ख) क्या आप बीमारी के कारण स्कूल से अक्सर अनुपस्थित रहे हैं? हाँ नहीं?
110. (घ) क्या आप कभी किसी ऐसी चीज़ से बहुत डर गये हैं जिसके बारे में आप
जानते हैं कि उससे आपको कोई हानि नहीं हो सकती? हाँ नहीं?
111. (क) क्या आपके माता-पिता में से कोई बहुत घबरा जाने वाले हैं? हाँ नहीं?
112. (ग) क्या आप सामाजिक उत्सव या मनोरंजक समारोह में भाग लेना पसन्द करते हैं?
हाँ नहीं?
113. (घ) क्या बिना किसी खास कारण के आपकी मनोदशा में परिवर्तन होता रहता है?
हाँ नहीं?
114. (ख) क्या आपके कुछ दाँतों को इलाज की ज़रूरत है? हाँ नहीं?
115. (ग) कक्षा में कोई चीज़ जुबानी सुनाते समय क्या आप बहुत आत्म-सचेत हो
जाते हैं यानी आपका ध्यान अपनी ओर चला जाता है? हाँ नहीं?
116. (क) क्या आपके माता-पिता में से किसी ने आप पर हद से ज्यादा हुकूमत की है?
हाँ नहीं?
117. (घ) क्या अक्सर आपके मन में कुछ भाव इस तरह के उठते हैं कि आपको नींद
नहीं आ पाती है? हाँ नहीं?

118. (क) क्या आपने अक्सर ऐसा महसूस किया है कि आपके माता या पिता आपको समझ नहीं पाये? हाँ नहीं?
119. (क) क्लास में कोई चीज़ सुनाने के लिये अपना नाम देने में क्या आपको हिचकिचाहट होती है? हाँ नहीं?
120. (घ) अँधेरे में अकेला रहने पर क्या आपको डर लगता है? हाँ नहीं?
121. (ख) क्या आपको कभी चर्म रोग हुआ है, जैसे कारबंकल, फोड़े-फुन्सी या खुजली-दिनाय इत्यादि? हाँ नहीं?
122. (क) क्या आपने ऐसा महसूस किया है कि आपकी अपेक्षा आपके दोस्तों का पारिवारिक जीवन अधिक सुन्दर है? हाँ नहीं?
123. (ख) क्या आपका सर्दी-जुकाम जल्द अच्छा नहीं होता है? हाँ नहीं?
124. (ग) जब कमरे के भीतर बैठकर कुछ लोग आपस में बातचीत कर रहे हों, तो उस कमरे में प्रवेश करते समय क्या आपको हिचकिचाहट होती है? हाँ नहीं?

कृपया निम्न जानकारी दें :

लिंग : पुरुष / महिला उम्र

शैक्षिक योग्यता

पद

वेतन मान कुल वेतन

कुल अनुभव वर्तमान पद का अनुभव

आश्रितों की संख्या परिवार (एकाय / संयुक्त)

विवाहित / अविवाहित पद्धोन्नती की संख्या

कार्य का स्थान

अगर आप अपने या अपने कार्य स्थिति, समस्या के विषय में कुछ जानकारियाँ देना चाहते हैं तो कृपया यहाँ लिखें :

धन्यवाद ।

ਹਦਾਇਤਾਂ

ਇਹ ਪ੍ਰਸ਼ਨਪੱਤਰ ਮਨੋਵਿਗਿਆਨਕ ਪੜਤਾਲ ਲਈ ਹੈ। ਇਸ ਪ੍ਰਸ਼ਨਪੱਤਰ ਵਿੱਚ ਕਈ ਕਥਨ ਹਨ ਜਿਹੜੇ ਕਿ ਕਰਮਚਾਰੀ, ਮੁਲਾਜ਼ਿਮ ਆਪਣੀ ਨੌਕਰੀਆਂ ਦੇ ਅੱਡ-ਅੱਡ ਹਿੱਸਿਆਂ ਬਾਰੇ ਮਹਿਸੂਸ ਕਰਦੇ ਹੋਣਗੇ ਜਾਂ ਕਹਿੰਦੇ ਹੋਣਗੇ। ਤੁਸੀਂ ਹੇਠ ਲਿਖੇ ਪੰਜ-ਨੁਕਤਿਆਂ ਦੇ ਸਕੱਲ ਨੂੰ ਵਰਤ ਕੇ ਆਪਣੀ ਨੌਕਰੀ, ਤਜਰਬੇ ਅਤੇ ਨੌਕਰੀ ਬਾਰੇ ਵਿਚਾਰਾਂ ਨੂੰ ਧਿਆਨ ਵਿੱਚ ਰੱਖ ਕੇ ਆਪਣਾ-ਆਪਣਾ ਜਵਾਬ ਦਰਸਾਉਣਾ ਹੈ ਜਿਸ ਨਾਲ ਤੁਸੀਂ ਸਹਿਮਤ ਹੋ।

- | | | |
|----|---------------|-------|
| ਉ. | ਬਿਲਕੁਲ ਅਸਹਿਮਤ | (1) - |
| ਅ. | ਅਸਹਿਮਤ | (2) - |
| ੲ. | ਅਨ-ਨਿਰਣਾਇਕ | (3) - |
| ਸ. | ਸਹਿਮਤ | (4) - |
| ਹ. | ਬਿਲਕੁਲ ਸਹਿਮਤ | (5) - |

ਉਦਾਹਰਣ ਵਜੋਂ, ਜੇਕਰ ਤੁਸੀਂ ਆਪਣੇ ਕੰਮ/ਨੌਕਰੀ ਨਾਲ ਸਬੰਧਤ ਕਿਸੇ ਕਥਨ ਨਾਲ "ਬਿਲਕੁਲ ਸਹਿਮਤ" ਹੋ, ਤਾਂ ਉਸ ਅੰਗੇ ਬਣੇ ਖਾਨੇ ਵਿੱਚ "5" ਲਿਖ ਦਿਓ।

ਮੈਨੂੰ ਅਜਿਹੇ ਕੰਮ ਕਰਨੇ ਪੈਂਦੇ ਹਨ ਜੋ ਕਿ ਦੂਸਰਿਆਂ ਨੂੰ ਕਰਨੇ ਚਾਹੀਦੇ ਹਨ।"

ਜੇਕਰ ਤੁਸੀਂ ਕਿਸੇ ਕਥਨ ਨਾਲ "ਬਿਲਕੁਲ ਅਸਹਿਮਤ" ਹੋ, ਤਾਂ ਉਸ ਅੰਗੇ ਬਣੇ ਖਾਨੇ ਵਿੱਚ "1" ਦੀ ਥਾਂ "5" ਲਿਖੋ ਅਤੇ ਇਸੇ ਤਰ੍ਹਾਂ ਤੁਹਾਡੇ ਜਵਾਬ ਸਪਸ਼ਟ ਹੋਣ। ਤੁਹਾਡੇ ਜਵਾਬਾਂ ਨੂੰ ਬਿਲਕੁਲ ਗੁਪਤ ਰੱਖਿਆ ਜਾਵੇਗਾ।

ਕਿਰਪਾ ਕਰਕੇ ਸਾਰੇ ਸਵਾਲਾਂ ਦਾ ਜਵਾਬ ਦੇਵੋ

1. ਮੈਨੂੰ ਇਸ ਨੌਕਰੀ/ਕੰਮ ਵਿੱਚ ਬਹੁਤ ਸਾਰਾ ਕੰਮ ਕਰਨਾ ਪੈਂਦਾ ਹੈ।
2. ਮੇਰੀ ਨੌਕਰੀ/ਕੰਮ ਅਤੇ ਉਸ ਦੇ ਨਤੀਜਿਆਂ ਨਾਲ ਸਬੰਧਤ ਸੂਚਨਾਵਾਂ ਅਸਪਸ਼ਟ ਅਤੇ ਘੱਟ ਹਨ।
3. ਮੇਰੇ ਵੱਖ-ਵੱਖ ਅਫਸਰ ਆਮਤੌਰ ਤੇ ਮੇਰੇ ਕੰਮਾਂ ਨਾਲ ਸਬੰਧਤ ਇੱਕ ਦੂਜੇ ਤੋਂ ਉਲਟ ਹਦਾਇਤਾਂ ਦੇਂਦੇ ਹਨ।
4. ਕਈ ਵਾਰੀ ਮੇਰੇ ਲਈ ਰਾਜਨੀਤਿਕ/ਗੁੱਟ ਦੇ ਦਬਾਅ ਵਿਚਕਾਰ ਤਾਲਮੇਲ ਕਰਨਾ ਇੱਕ ਗੂੜੀ ਸਮੱਸਿਆ ਬਣ ਜਾਂਦਾ ਹੈ।
5. ਕਈ ਕਰਮਚਾਰੀਆਂ/ਮੁਲਾਜ਼ਿਮਾਂ ਦੀ ਨਿਪੁੰਨਤਾ ਅਤੇ ਉਤਪਾਦਕਤਾ ਦੀ ਜ਼ਿੰਮੇਵਾਰੀ ਮੇਰੇ ਤੇ ਥੋਪੀ ਜਾਂਦੀ ਹੈ।
6. ਮੇਰੇ ਜ਼ਿਆਦਾਤਰ ਮਸ਼ਵਰਿਆਂ ਤੇ ਧਿਆਨ ਦਿੱਤਾ ਜਾਂਦਾ ਹੈ ਅਤੇ ਉਨ੍ਹਾਂ ਨੂੰ ਲਾਗੂ ਕੀਤਾ ਜਾਂਦਾ ਹੈ।
7. ਕਰਮਚਾਰੀਆਂ/ਮੁਲਾਜ਼ਿਮਾਂ ਵਿਚਕਾਰ ਕੰਮ ਦੀ ਵੰਡ ਸਬੰਧੀ ਦਿੱਤੇ ਮੇਰੇ ਫੈਸਲਿਆਂ ਅਤੇ ਹਦਾਇਤਾਂ ਨੂੰ ਸਹੀ ਢੰਗ ਨਾਲ ਮੰਨਿਆ ਜਾਂਦਾ ਹੈ।
8. ਮੈਨੂੰ ਉਨ੍ਹਾਂ ਲੋਕਾਂ ਨਾਲ ਕੰਮ ਕਰਨਾ ਪੈਂਦਾ ਹੈ ਜਿਨ੍ਹਾਂ ਨੂੰ ਮੈਂ ਪਸੰਦ ਕਰਦਾ ਹਾਂ।
9. ਮੇਰੇ ਕੰਮ ਇੱਕ-ਤਰਜ਼ ਦੇ ਹੁੰਦੇ ਹਨ।

10. ਉੱਚ ਅਧਿਕਾਰੀ ਮੇਰੇ ਆਤਮ-ਸਨਮਾਨ ਦਾ ਧਿਆਨ ਰੱਖਦੇ ਹਨ। (4)
11. ਮੈਨੂੰ ਮੇਰੀ ਮਿਹਨਤ/ਕੰਮ ਦੇ ਮੁਕਾਬਲੇ ਘੱਟ ਤਨਖਾਹ ਮਿਲਦੀ ਹੈ। (4)
12. ਮੈਂ ਆਪਣਾ ਕੰਮ ਤਣਾਅਪੂਰਨ ਪ੍ਰਸਥਿਤੀਆਂ ਵਿੱਚ ਕਰਦਾ ਹਾਂ। (5)
13. ਮੈਨੂੰ ਆਪਣੇ ਜ਼ਿਆਦਾ ਕੰਮ ਦਾ ਭਾਰ ਘੱਟ ਮੁਲਾਜ਼ਿਮਾਂ ਅਤੇ ਸਾਧਨਾਂ ਦੀ ਵਰਤੋਂ ਕਰਕੇ ਚਲਾਉਣਾ ਪੈਂਦਾ ਹੈ। (5)
14. ਮੇਰੇ ਕੰਮ ਦੇ ਉਦੇਸ਼ ਬੜੇ ਸਾਫ਼ ਸੁਥਰੇ ਅਤੇ ਸਹੀ ਢੰਗ ਨਾਲ ਯੋਜਨਾਬੱਧ ਹਨ। (2)
15. ਉੱਚ ਅਧਿਕਾਰੀ ਮੇਰੇ ਕਾਰਜ ਸ਼ੇਡਰ ਅਤੇ ਕੰਮ ਕਰਨ ਦੇ ਢੰਗਾਂ ਵਿੱਚ ਜ਼ਿਆਦਾ ਵਿਘਨ/ਰੁਕਾਵਟਾਂ ਨਹੀਂ ਪਾਉਂਦੇ। (7)
16. ਮੈਨੂੰ ਕਈ ਕੰਮ ਰਾਜਨੀਤਿਕ/ਗੁੱਟ ਦਬਾਅ ਹੇਠ ਨਾ ਚਾਹੁੰਦੇ ਹੋਏ ਵੀ ਕਰਨ ਪੈਂਦੇ ਹਨ। (4)
17. ਮੈਂ ਕਈ ਕਰਮਚਾਰੀਆਂ ਮੁਲਾਜ਼ਿਮਾਂ ਦੇ ਭਵਿੱਖ ਲਈ ਜ਼ਿੰਮੇਵਾਰ ਹਾਂ। (1)
18. ਉੱਚ ਪੱਧਰ ਤੇ ਪ੍ਰਸ਼ਾਸਨਿਕ ਅਤੇ ਉਦਯੋਗਿਕ ਮੁਸ਼ਕਿਲਾਂ ਨੂੰ ਦੂਰ ਕਰਨ ਲਈ ਮੇਰਾ ਸਹਿਯੋਗ ਆਮਤੌਰ ਤੇ ਲਿਆ ਜਾਂਦਾ ਹੈ। (1)
19. ਕਰਮਚਾਰੀਆਂ ਦੇ ਟ੍ਰੇਨਿੰਗ ਪ੍ਰੋਗਰਾਮਾਂ ਸਬੰਧੀ ਮੇਰੀ ਸਲਾਹਾਂ ਨੂੰ ਮਹੱਤਤਾ ਦਿੱਤੀ ਜਾਂਦੀ ਹੈ। (1)
20. ਮੇਰੇ ਕੁਝ ਸਾਥੀ ਕਰਮਚਾਰੀ ਅਤੇ ਮਾਤਹਤ ਮੈਨੂੰ ਨਾ-ਕਾਮਯਾਬ ਦੇ ਤੌਰ ਤੇ ਬਦਨਾਮ ਅਤੇ ਖਰਾਬ ਕਰਨ ਦੀ ਕੋਸ਼ਿਸ਼ ਕਰਦੇ ਹਨ। (1)
21. ਮੈਨੂੰ ਆਪਣੀ ਕਾਬਲੀਅਤ ਅਤੇ ਤਜਰਬੇ ਨੂੰ ਅਗਾਦੀ ਨਾਲ ਵਰਤਨ ਦੇ ਕਾਫੀ ਮੌਕੇ ਮਿਲਦੇ ਹਨ। (1)
22. ਇਸ ਨੌਕਰੀ 'ਕੰਮ ਨੇ ਮੇਰੇ ਸਮਾਜਿਕ ਵਕਾਰ ਨੂੰ ਵਧਾਇਆ ਹੈ। (1)
23. ਮੈਨੂੰ ਆਪਣੀ ਮਿਹਨਤ ਅਤੇ ਨਿਪੁੰਨ ਕੰਮ ਲਈ ਇਨਾਮ ਘੱਟ ਹੀ ਮਿਲਦਾ ਹੈ। (1)
24. ਮੇਰੇ ਕੁਝ ਕੰਮ ਕਾਫੀ ਖਤਰਨਾਕ ਅਤੇ ਮੁਸ਼ਕਿਲਾਂ ਭਰੇ ਹੁੰਦੇ ਹਨ। (1)
25. ਮੈਨੂੰ ਆਪਣੇ ਕੰਮ ਦੇ ਵਧੇ ਹੋਏ ਭਾਰ ਕਰਕੇ ਜਲਦੀ ਵਿੱਚ ਆਪਣਾ ਕੰਮ ਖਤਮ ਕਰਨਾ ਪੈਂਦਾ ਹੈ। (1)
26. ਮੈਂ ਆਪਣੇ ਕਾਰਜਸ਼ੇਡਰ ਅਤੇ ਅਧਿਕਾਰਾਂ ਦੇ ਖੇਤਰ ਪ੍ਰਤੀ ਅਨਿਸ਼ਚਿਤ ਅਤੇ ਅਸਪਸ਼ਟ ਹੋਣ ਕਰਕੇ ਆਪਣੇ ਫਰਜ਼ ਸਹਿਜੇ ਨਿਭਾਉਣ ਵਿੱਚ ਅਸਮਰਥ ਹਾਂ। (1)
27. ਮੈਨੂੰ ਦਿੱਤੇ ਗਏ ਨਵੇਂ ਕੰਮਾਂ ਬਾਰੇ ਸਪਸ਼ਟ ਹਦਾਇਤਾਂ ਅਤੇ ਉਚਿਤ ਸਹੂਲਤਾਂ ਨਹੀਂ ਮਿਲਦੀਆਂ। (1)
28. ਗੁੱਟ-ਸਮਰਥਨ ਬਣਾਈ ਰੱਖਣ ਵਾਸਤੇ ਮੈਨੂੰ ਕਈ ਵਾਰ ਆਮ ਨਾਲੋਂ ਜ਼ਿਆਦਾ ਕਰਨਾ ਉਤਪੇਨ ਕਰਨਾ ਪੈਂਦਾ ਹੈ। (1)
29. ਮੈਨੂੰ ਇਸ ਸੰਸਥਾ 'ਮਹਿਕਮਾ', ਕੰਪਨੀ ਦੀ ਤਰੱਕੀ ਅਤੇ ਖੁਸ਼ਹਾਲੀ ਦੀ ਵਾਂਡੀ ਜ਼ਿੰਮੇਵਾਰੀ ਵੀ ਸਹਿਣ ਕਰਨੀ ਪੈਂਦੀ ਹੈ। (1)
30. ਸੰਸਥਾ 'ਮਹਿਕਮੇ' ਦੀ ਜ਼ਰੂਰੀ ਪਾਲਿਸੀਆਂ ਬਣਾਉਣ ਵਕਤ ਮੇਰੇ ਵਿਚਾਰ ਦਰਕਾਰ ਕੀਤੇ ਜਾਂਦੇ ਹਨ। (1)
31. ਜ਼ਰੂਰੀ ਪੋਸਟਾਂ ਤੇ ਨਿਯੁਕਤੀਆਂ ਕਰਨ ਵੇਲੇ ਸਾਡੇ ਸੁਆਰਥਾਂ ਅਤੇ ਵਿਚਾਰਾਂ ਨੂੰ ਵੀ ਧਿਆਨ ਵਿੱਚ ਰੱਖਿਆ ਜਾਂਦਾ ਹੈ। (1)
32. ਮੇਰੇ ਸਾਥੀ ਕਰਮਚਾਰੀ ਪ੍ਰਸ਼ਾਸਨਿਕ ਅਤੇ ਉਦਯੋਗਿਕ ਮੁਸ਼ਕਿਲਾਂ ਨਾਲ ਨਜਿੱਠਣ ਲਈ ਦਿੱਤੇ ਸਹਿਯੋਗ ਕਰਦੇ ਹਨ। (1)
33. ਮੈਨੂੰ ਆਪਣੇ ਰੁਝਾਨ ਅਤੇ ਮਹਾਰਤਾਂ ਨੂੰ ਸਹੀ ਢੰਗ ਨਾਲ ਉਨੱਤ ਕਰਨ ਦੇ ਉਚਿਤ ਮੌਕੇ ਮਿਲਦੇ ਹਨ। (1)
34. ਮੇਰੇ ਉੱਚ ਅਧਿਕਾਰੀ ਮੇਰੀ ਪੋਸਟ ਅਤੇ ਕੰਮ ਨੂੰ ਲੋੜੀਂਦੀ ਮਹੱਤਤਾ ਨਹੀਂ ਦਿੰਦੇ। (1)
35. ਮੈਂ ਅਕਸਰ ਮਹਿਸੂਸ ਕਰਦਾ ਹਾਂ ਕਿ ਮੇਰੀ ਨੌਕਰੀ 'ਕੰਮ ਨੇ ਮੇਰੀ ਜ਼ਿੰਦਗੀ ਮੁਸ਼ਕਿਲ ਕਰ ਦਿੱਤੀ ਹੈ। (1)
36. ਦਫਤਰੀ ਕੰਮ ਵਿੱਚ ਬਹੁਤ ਰੁਝਿਆ ਹੋਣ ਕਰਕੇ ਮੈਂ ਆਪਣੀ ਘਰੇਲੂ ਅਤੇ ਨਿੱਜੀ ਮੁਸ਼ਕਿਲਾਂ ਲਈ ਉਚਿਤ ਸਮਾਂ ਨਹੀਂ ਕੱਢ ਪਾਉਂਦਾ। (1)
37. ਇਹ ਸਪਸ਼ਟ ਨਹੀਂ ਹੈ ਕਿ ਮੇਰੇ ਉੱਚ ਅਧਿਕਾਰੀ ਮੇਰੇ ਤੋਂ ਕਿਸ ਤਰ੍ਹਾਂ ਦੇ ਕੰਮ ਅਤੇ ਵਿਵਹਾਰ ਦੀ ਆਸ ਕਰਦੇ ਹਨ। (1)
38. ਮੁਲਾਜ਼ਿਮ ਦਫਤਰੀ ਹਦਾਇਤਾਂ ਅਤੇ ਰਸਮੀ ਦਫਤਰੀ ਪ੍ਰਕ੍ਰਿਆ ਨੂੰ ਲੋੜੀਂਦੀ ਮਹੱਤਤਾ ਦਿੰਦੇ ਹਨ। (1)
39. ਮੈਨੂੰ ਗੁੱਟ/ਰਾਜਨੀਤਿਕ ਦਬਾਵਾਂ ਹੇਠ ਰਸਮੀ ਅਤੇ ਪ੍ਰਸ਼ਾਸਨਿਕ ਪ੍ਰਕ੍ਰਿਆ ਅਤੇ ਪਾਲਿਸੀਆਂ ਦੀ ਉਲੰਘਨਾ ਕਰਨ ਲਈ ਮਜਬੂਰ ਕੀਤਾ ਜਾਂਦਾ ਹੈ। (1)
40. 'ਕੰਮ ਕਰਨ ਦੀ ਪ੍ਰਣਾਲੀ ਨੂੰ ਬਦਲਣ ਜਾਂ ਸੁਧਾਰਨ ਲਈ, ਲਾਗੂ ਕਰਨ ਲਈ ਅਤੇ ਹਾਲਾਤਾਂ ਲਈ ਮੇਰੀ ਰਾਇ ਲਈ ਜਾਂਦੀ ਹੈ। (1)

41. ਇਸ ਸੰਸਥਾ/ਮਹਿਕਮੇ ਦੇ ਕਰਮਚਾਰੀਆਂ ਵਿੱਚ ਕਾਫੀ ਆਪਸੀ ਸਹਿਯੋਗ ਅਤੇ ਟੀਮ ਭਾਵਨਾ ਮੌਜੂਦ ਹੈ। ()
42. ਉਹਨਾਂ ਮੁਸ਼ਕਿਲਾਂ ਨੂੰ ਹੱਲ ਕਰਨ ਲਈ ਮੇਰੀ ਸਲਾਹ ਅਤੇ ਸਹਿਯੋਗ ਨਹੀਂ ਲਿਆ ਜਾਂਦਾ ਜਿਨ੍ਹਾਂ ਵਿੱਚ ਮੈਂ ਸਮਰਥ ਹੁੰਦਾ ਹਾਂ। ()
43. ਸਾਡੇ ਵੈਲਫੇਅਰ ਅਤੇ ਅਨੁਕੂਲਤਾ ਪੱਖੋਂ ਏਥੇ ਕੰਮ/ਨੌਕਰੀ ਦੇ ਹਾਲਾਤ ਤਸੱਲੀਬਖਸ਼ ਹਨ। ()
44. ਮੈਨੂੰ ਉਹ ਕੰਮ ਕਰਨੇ ਪੈਂਦੇ ਹਨ ਜੋ ਕਿ ਦੂਜਿਆਂ ਨੂੰ ਕਰਨੇ ਚਾਹੀਦੇ ਹਨ। ()
45. ਪਹਿਲਾਂ ਤੋਂ ਚੱਲ ਰਹੀਆਂ ਪਾਲਿਸੀਆਂ ਅਤੇ ਵਿਹਾਰਕ ਪ੍ਰਕ੍ਰਿਆ ਨੂੰ ਛੱਡ ਕੇ ਇੱਕ ਦਮ ਨਵੀਂ ਪਾਲਿਸੀਆਂ ਅਤੇ ਵਿਹਾਰਕ ਪ੍ਰਕ੍ਰਿਆ ਲਾਗੂ ਕਰਨਾ ਮਸ਼ਕਲ ਹੋ ਜਾਂਦਾ ਹੈ। ()
46. ਕੰਮ ਦਾ ਭਾਰ ਵਾਧੂ ਹੋਣ ਕਰਕੇ ਅਤੇ ਸਮੇਂ ਦੀ ਘਾਟ ਕਰਕੇ ਮੈਂ ਆਪਣੇ ਕੰਮ ਆਪਣੀ ਤਸੱਲੀ ਅਨੁਸਾਰ ਨਹੀਂ ਕਰ ਪਾਉਂਦਾ। ()

ਸੈਕਸ਼ਨ - “ਬੀ”

ਹਦਾਇਤਾਂ

ਨੌਕਰੀ/ਕੰਮ ਨਾਲ ਸਬੰਧਿਤ ਪੰਦਰਾਂ ਆਈਟਮਾਂ ਹੇਠਾਂ ਦਿੱਤੀਆਂ ਗਈਆਂ ਹਨ ਅਤੇ ਤੁਸੀਂ ਇਹਨਾਂ ਦਾ ਮੁਲਾਂਕਨ ਪੰਜ-ਨੁਕਤਿਆਂ ਦੇ ਸਕੇਲ 'ਤੇ ਕਰਨਾ ਹੈ। ਇੱਥੇ ਤੁਹਾਨੂੰ ਬੇਨਤੀ ਕੀਤੀ ਜਾਂਦੀ ਹੈ ਕਿ ਇਹ ਦਰਸਾਓ ਕਿ ਇਹ ਆਈਟਮਾਂ ਕਿਸ ਹੱਦ ਤੱਕ ਤੁਹਾਡੀ ਨੌਕਰੀ/ਕੰਮ ਵਿੱਚ ਸ਼ਾਮਿਲ ਹਨ। ਉਸ ਆਈਟਮ ਨੂੰ “5” ਦੇਵੋ ਜੋ ਸਭ ਤੋਂ ਵੱਧ ਸ਼ਾਮਿਲ ਹੋਵੇ, “1” ਉਸ ਆਈਟਮ ਨੂੰ ਜੋ ਸਭ ਤੋਂ ਘੱਟ ਤੁਹਾਡੀ ਨੌਕਰੀ/ਕੰਮ ਵਿੱਚ ਸ਼ਾਮਿਲ ਹੋਣ। ਇਸ ਲਈ ਕਿਰਪਾ ਕਰਕੇ ਹਰ ਆਈਟਮ ਨੂੰ ਪੰਜ-ਨੁਕਤਿਆਂ ਦੇ ਸਕੇਲ 'ਤੇ ਸਭ ਤੋਂ ਵੱਧ “5” ਤੋਂ ਸਭ ਤੋਂ ਘੱਟ “1” ਤੱਕ ਮਾਪੋ।

1. ਨਿੱਜੀ ਤਰੱਕੀ ਅਤੇ ਉੱਨਤੀ ਦਾ ਮੌਕਾ ()
2. ਮੇਰੀ ਨੌਕਰੀ ਲਈ ਤਨਖਾਹ ()
3. ਮਹਿਕਮੇ ਵਿੱਚ ਮੇਰੇ ਕੰਮ ਦੀ ਇੱਜ਼ਤ ()
4. ਨੌਕਰੀ ਵਿੱਚ ਉਦੇਸ਼ ਨਿਰਧਾਰਤ ਕਰਨ ਦੇ ਮੌਕੇ ()
5. ਮੇਰੇ ਕੰਮ ਵਿੱਚ ਫਾਇਦੇਮੰਦ ਪੂਰਨਤਾ ਦੀ ਭਾਵਨਾ ()
6. ਮੇਰੀ ਨੌਕਰੀ ਵਿੱਚ ਤਰੀਕੇ ਅਤੇ ਪ੍ਰਕ੍ਰਿਆ ਨਿਰਧਾਰਤ ਕਰਨ ਵਿੱਚ ਸ਼ਾਮਿਲ ਹੋਣ ਦੇ ਮੌਕੇ ()
7. ਸਵੈ-ਪੂਰਤੀ ਦੀ ਭਾਵਨਾ ਜਿਹੜੀ ਕਿਸੇ ਬੰਦੇ ਨੂੰ ਮਿਲਦੀ ਹੈ ਮੇਰੀ ਨੌਕਰੀ/ਕੰਮ ਵਿੱਚ ਹੋਣ ਕਰਕੇ ()
8. ਮੇਰੇ ਕੰਮ/ਨੌਕਰੀ ਦੀ ਮੇਰੇ ਮਹਿਕਮੇ ਤੋਂ ਬਾਹਰ ਇੱਜ਼ਤ ()
9. ਮੇਰੇ ਕੰਮ/ਨੌਕਰੀ ਵਿੱਚ ਸੁਰੱਖਿਆ ਦੀ ਭਾਵਨਾ ()
10. ਮੇਰੇ ਕੰਮ/ਨੌਕਰੀ ਵਿੱਚ ਦੂਸਰਿਆਂ ਦੀ ਮਦਦ ਕਰਨ ਦੇ ਮੌਕੇ ()
11. ਮੇਰੇ ਕੰਮ/ਨੌਕਰੀ ਵਿੱਚ ਅਜ਼ਾਦੀ ਨਾਲ ਸੋਚਣ ਅਤੇ ਐਕਸ਼ਨ ਦੇ ਮੌਕੇ ()
12. ਮੇਰੇ ਕੰਮ/ਨੌਕਰੀ ਵਿੱਚ ਨਿੱਜੀ ਦੋਸਤੀ ਵਧਾਉਣ ਦੇ ਮੌਕੇ ()
13. ਮੇਰੀ ਨੌਕਰੀ ਵਿੱਚ ਜਾਣਦੇ ਹੋਣ ਦੀ ਭਾਵਨਾ ()
14. ਮੇਰੀ ਨੌਕਰੀ ਨਾਲ ਤਾਲੁਕ ਰੱਖਦੇ ਅਧਿਕਾਰ ()
15. ਸਵੈ-ਮਾਣ ਦੀ ਭਾਵਨਾ ਜਿਹੜੀ ਕਿਸੇ ਬੰਦੇ ਨੂੰ ਮਿਲਦੀ ਹੈ ਮੇਰੀ ਨੌਕਰੀ/ਕੰਮ ਵਿੱਚ ਹੋਣ ਕਰਕੇ। ()

ਸੈਕਸ਼ਨ - "ਸੀ"

ਹਦਾਇਤਾਂ

ਕੀ ਤੁਸੀਂ ਆਪਣੇ ਆਪ ਨੂੰ ਚੰਗੀ ਤਰ੍ਹਾਂ ਜਾਣਨਾ ਚਾਹੁੰਦੇ ਹੋ? ਇਸ ਦੇ ਬਾਅਦ ਵਾਲੇ ਪੰਨਿਆਂ ਤੇ ਦਿੱਤੇ ਗਏ ਪ੍ਰਸ਼ਨ ਦੇ ਉੱਤਰ ਜੇਕਰ ਤੁਸੀਂ ਸਹੀ-ਸਹੀ ਅਤੇ ਸੋਚ ਸਮਝ ਕੇ ਦੇਵੋਗੇ ਤਾਂ ਤੁਸੀਂ ਆਪਣੇ ਆਪ ਨੂੰ ਚੰਗੀ ਤਰ੍ਹਾਂ ਜਾਣ ਸਕੋਗੇ।

ਏਥੇ ਜਵਾਬਾਂ ਦੇ ਸਹੀ ਜਾਂ ਗਲਤ ਹੋਣ ਦੀ ਸੋਭਾਵਨਾ ਨਹੀਂ ਹੈ। ਹਰ ਸਵਾਲ ਦਾ ਜਵਾਬ "ਹਾਂ" ਜਾਂ "ਨਹੀਂ" ਜਾਂ "?" ਵਿੱਚ ਦੇ ਸਕਦੇ ਹੋ। ਇਨ੍ਹਾਂ ਤਿੰਨਾਂ ਵਿੱਚੋਂ ਜਿਹੜਾ ਜਵਾਬ ਤੁਹਾਨੂੰ ਠੀਕ ਲੱਗੇ ਤਾਂ ਉਸ ਉੱਪਰ ਗੋਲਾ ਪਾ ਦੇਵੋ। ਪ੍ਰਸ਼ਨਵਾਚਕ ਚਿੰਨ੍ਹ ਤੇ ਗੋਲਾ ਸਿਰਫ ਉਸ ਵੇਲੇ ਪਾਉਣਾ ਹੈ ਜਦੋਂ ਤੁਸੀਂ ਨਿਸ਼ਚਿਤ ਹੋਵੋ ਕਿ ਤੁਸੀਂ "ਹਾਂ" ਜਾਂ "ਨਹੀਂ" ਵਿੱਚ ਜਵਾਬ ਨਹੀਂ ਦੇ ਸਕਦੇ। ਸਮੇਂ ਦੀ ਕੋਈ ਪਾਬੰਧੀ ਨਹੀਂ ਹੈ ਪਰ ਫਿਰ ਵੀ ਜਲਦੀ ਸਮਾਪਤ ਕਰਨ ਦੀ ਕੋਸ਼ਿਸ਼ ਕਰੋ।

ਜੇਕਰ ਤੁਸੀਂ ਆਪਣੇ ਮਾਤਾ-ਪਿਤਾ ਨਾਲ ਨਹੀਂ ਰਹਿੰਦੇ ਆਏ ਹੋ ਤਾਂ ਕੁਝ ਸਵਾਲਾਂ ਦੇ ਜਵਾਬ ਜਿਹੜੇ ਕਿ ਉਨ੍ਹਾਂ ਨਾਲ ਸਬੰਧਿਤ ਹਨ, ਉਨ੍ਹਾਂ ਲੋਕਾਂ ਨੂੰ ਧਿਆਨ ਵਿੱਚ ਰੱਖ ਕੇ ਦੇਵੋ ਜਿਨ੍ਹਾਂ ਨਾਲ ਤੁਸੀਂ ਰਹਿੰਦੇ ਆਏ ਹੋ।

1. ਖ. ਕੀ ਤੁਹਾਨੂੰ ਹੌਸਲਾ ਜੁਕਾਮ ਜਲਦੀ ਈਗ ਜਾਂਦਾ ਹੈ? ਹਾਂ ਨਹੀਂ ?
2. ਘ. ਕੀ ਤੁਸੀਂ ਅਕਸਰ ਹਵਾਈ ਕਿਲੋ ਬਣਾਉਂਦੇ ਹੋ? ਹਾਂ ਨਹੀਂ ?
3. ਘ. ਜਦੋਂ ਕਦੀ ਬਿਸਰ ਪੈਂਦੇ ਹੋ ਤਾਂ ਕੀ ਤੁਹਾਨੂੰ ਡਾਕਟਰ ਨੂੰ ਮਿਲਣ ਤੋਂ ਡਰ ਲਗਦਾ ਹੈ? ਹਾਂ ਨਹੀਂ ?
4. ਗ. ਕਿਸੀ ਪ੍ਰੀਤੀਭੰਜ ਜਾਂ ਸਵਾਗਤ ਸਮਾਰੋਹ ਵਿੱਚ ਉਪਸਥਿਤ ਪ੍ਰਮੁੱਖ ਵਿਅਕਤੀਆਂ ਨੂੰ ਮਿਲਣ ਦੀ ਤੁਸੀਂ ਚੋਸਟਾ ਕਰਦੇ ਹੋ? ਹਾਂ ਨਹੀਂ ?
5. ਕ. ਕੀ ਕਦੀ ਤੁਹਾਨੂੰ ਘਰ ਤੋਂ ਭੱਜਣ ਦੀ ਪ੍ਰਬਲ ਇੱਛਾ ਹੁੰਦੀ ਹੈ? ਹਾਂ ਨਹੀਂ ?
6. ਗ. ਕਿਸੀ ਪ੍ਰੀਤੀਭੰਜ ਵਿੱਚ ਲੋਕਾਂ ਦੀ ਜਾਣ-ਪਛਾਣ ਕਰਾਉਣ ਦੀ ਜਿੰਮੇਵਾਰੀ ਕੀ ਤੁਸੀਂ ਆਪਣੇ ਉੱਪਰ ਲੈਂਦੇ ਹੋ? ਹਾਂ ਨਹੀਂ ?
7. ਕ. ਕੀ ਤੁਸੀਂ ਕਦੀ ਇਹ ਮਹਿਸੂਸ ਕਰਦੇ ਹੋ ਕਿ ਤੁਹਾਡੇ ਮਾਤਾ-ਪਿਤਾ ਤੁਹਾਡੇ ਤੋਂ ਨਿਰਾਸ਼ ਹਨ? ਹਾਂ ਨਹੀਂ ?
8. ਘ. ਕੀ ਤੁਹਾਡੇ ਤੇ ਅਕਸਰ ਨਿਰਾਸ਼ਾ ਛਾ ਜਾਂਦੀ ਹੈ? ਹਾਂ ਨਹੀਂ ?
9. ਗ. ਜਦ ਕੁਝ ਲੋਕ ਆਪਸ ਵਿੱਚ ਗਲਬਾਤ ਕਰ ਰਹੇ ਹੁੰਦੇ ਹਨ ਤਾਂ ਕੋਈ ਉਚਿਤ ਵਿਚਾਰ ਪ੍ਰਕਟ ਕਰਨ ਲਈ ਸੋਚਣ ਵਿੱਚ ਕੀ ਤੁਹਾਨੂੰ ਅਕਸਰ ਕਠਿਨਾਈ ਹੁੰਦੀ ਹੈ? ਹਾਂ ਨਹੀਂ ?
10. ਕ. ਪਰਿਵਾਰ ਦੇ ਭਰਨ-ਪੋਸ਼ਣ ਲਈ ਜਿਸ ਤਰ੍ਹਾਂ ਦਾ ਕੰਮ ਤੁਹਾਡੇ ਪਿਤਾ ਨੂੰ ਕਰਨਾ ਪੈਂਦਾ ਹੈ, ਕੀ ਤੁਹਾਨੂੰ ਕਦੀ ਉਸ ਲਈ ਸ਼ਰਮਿੰਦਾ ਹੋਣਾ ਪਿਆ ਹੈ? ਹਾਂ ਨਹੀਂ ?
11. ਖ. ਕੀ ਤੁਸੀਂ ਕਦੀ ਕਿਸੀ ਉਦਾਸ ਮੰਡਲੀ ਨੂੰ ਮਨੋਰੰਜਕ ਬਣਾ ਸਕਦੇ ਹੋ? ਹਾਂ ਨਹੀਂ ?
12. ਕ. ਕੀ ਤੁਹਾਡੀ ਮਾਤਾ ਘਰ ਵਿੱਚ ਹਕੂਮਤ ਚਲਾਉਣ ਦੀ ਕੋਸ਼ਿਸ਼ ਕਰਦੀ ਹੈ? ਹਾਂ ਨਹੀਂ ?
13. ਕ. ਕੀ ਤੁਹਾਡੇ ਮਾਤਾ-ਪਿਤਾ ਵਿੱਚੋਂ ਕਿਸੇ ਨੇ ਕਦੀ ਤੁਹਾਡੀ ਅਨੁਚਿਤ ਨਿੰਦਾ ਕੀਤੀ ਹੈ? ਹਾਂ ਨਹੀਂ ?
14. ਗ. ਕਿਸੀ ਸਾਰਵਜਨਿਕ ਸਭਾ ਵਿੱਚ ਸਾਰਿਆਂ ਦੇ ਬੰਨਣ ਤੋਂ ਬਾਅਦ ਪ੍ਰਵੇਸ਼ ਕਰਨ ਵਿੱਚ ਕੀ ਹਾਂ ਨਹੀਂ ?

ਤੁਹਾਨੂੰ ਘਬਰਾਹਟ ਹੁੰਦੀ ਹੈ?

15. (ਘ) ਲੋਕਾਂ ਵਿੱਚ ਰਹਿਣ ਦੇ ਬਾਵਜੂਦ ਕੀ ਤੁਸੀਂ ਆਪਣੇ-ਆਪ ਨੂੰ ਇਕੱਲਾ ਮਹਿਸੂਸ ਕਰਦੇ ਹੋ? ਹਾਂ ਨਹੀਂ ?
16. (ਕ) ਕੀ ਤੁਸੀਂ ਮਹਿਸੂਸ ਕਰਦੇ ਹੋ ਕਿ ਤੁਹਾਡੇ ਘਰ ਵਿੱਚ ਸੱਚੇ ਪ੍ਰੇਮ ਅਤੇ ਸਨੇਹ ਦੀ ਘਾਟ ਰਹੀ ਹੈ? ਹਾਂ ਨਹੀਂ ?
17. (ਗ) ਸਕੂਲ ਵਿੱਚ ਕਲਾਸ ਵਿੱਚ ਮੂੰਹ-ਜਬਾਨੀ ਵਿਵਰਣ ਦੇਣ ਵਿੱਚ ਕੀ ਤੁਹਾਨੂੰ ਕਠਿਨਾਈ ਹੁੰਦੀ ਹੈ? ਹਾਂ ਨਹੀਂ ?
18. (ਖ) ਕੀ ਤੁਹਾਨੂੰ ਅਕਸਰ ਸਿਰ-ਦਰਦ ਹੁੰਦਾ ਹੈ? ਹਾਂ ਨਹੀਂ ?
19. (ਖ) ਸ਼ੋਰ-ਗੁੱਲ ਨਾ ਹੋਣ ਦੇ ਬਾਵਜੂਦ ਵੀ ਤੁਹਾਨੂੰ ਕਦੀ-ਕਦੀ ਨੀਂਦ ਨਹੀਂ ਆਉਂਦੀ? ਹਾਂ ਨਹੀਂ ?
20. (ਗ) ਬੱਸ ਜਾਂ ਰੇਲ ਵਿੱਚ ਸਫਰ ਕਰਦੇ ਹੋਏ ਕੀ ਤੁਸੀਂ ਕਦੀ-ਕਦੀ ਦੂਸਰੇ ਸਹਿ-ਯਾਤਰੀਆਂ ਨਾਲ ਗੱਲਾਂ ਕਰਦੇ ਹੋ? ਹਾਂ ਨਹੀਂ ?
21. (ਖ) ਦਿਨ ਦੇ ਅਖੀਰ ਵਿੱਚ ਕੀ ਤੁਸੀਂ ਅਕਸਰ ਥਕਾਵਟ ਮਹਿਸੂਸ ਕਰਦੇ ਹੋ? ਹਾਂ ਨਹੀਂ ?
22. (ਘ) ਭੁੱਖ ਜਾਂ ਅੱਤ ਲੱਗਣ ਦੀ ਕਲਪਨਾ ਕੀ ਤੁਹਾਨੂੰ ਡਰਾ ਦੇਂਦੀ ਹੈ? ਹਾਂ ਨਹੀਂ ?
23. (ਖ) ਕੀ ਤੁਹਾਡਾ ਵਜ਼ਨ ਹਾਲ ਵਿੱਚ ਕੁੱਝ ਘੱਟ ਗਿਆ ਹੈ? ਹਾਂ ਨਹੀਂ ?
24. (ਕ) ਆਗਿਆ ਉੱਚਿਤ ਹੈ ਜਾਂ ਅਨੁਚਿਤ, ਇਸ ਦੇ ਕਿਆਲ ਕੀਤੇ ਬਿਨਾਂ ਕੀ ਤੁਹਾਡੇ ਮਾਤਾ-ਪਿਤਾ ਵਿੱਚੋਂ ਕਿਸੇ ਨੇ ਵੀ ਉਸ ਨੂੰ ਮੰਨਣ ਲਈ ਤੁਹਾਨੂੰ ਮਜ਼ਬੂਰ ਕੀਤਾ ਹੈ? ਹਾਂ ਨਹੀਂ ?
25. (ਗ) ਕੀ ਤੁਸੀਂ ਦੂਸਰਿਆਂ ਤੋਂ ਬਿਨਾਂ ਭੋਜਨ ਦੇ ਮਦਦ ਮੰਗ ਲੈਂਦੇ ਹੋ? ਹਾਂ ਨਹੀਂ ?
26. (ਕ) ਨੌੜਲੇ ਸੰਬੰਧੀਆਂ ਵਿੱਚੋਂ ਕਿਸੀ ਦੀ ਬਿਮਾਰੀ ਜਾਂ ਮੌਤ ਦੇ ਕਾਰਨ ਕੀ ਤੁਹਾਡਾ ਪਾਰਵਾਰਿਕ ਜੀਵਨ ਦੁਖ ਖਰਿਆ ਹੋ ਗਿਆ ਹੈ? ਹਾਂ ਨਹੀਂ ?
27. (ਖ) ਕੀ ਤੁਸੀਂ ਕਦੀ ਕਿਸੀ ਦੁਰਘਟਨਾ ਵਿੱਚ ਝੁਰੀ ਤਰਾਂ ਘਾਇਲ ਹੋਏ ਹੋ? ਹਾਂ ਨਹੀਂ ?
28. (ਕ) ਕੀ ਪੈਸੇ ਦੀ ਕਮੀ ਕਾਰਨ ਪਾਰਵਾਰਿਕ ਜੀਵਨ ਤੁਹਾਨੂੰ ਅੱਛਾ ਨਹੀਂ ਲਗਦਾ? ਹਾਂ ਨਹੀਂ ?
29. (ਘ) ਕੀ ਮਾਮੂਲੀ ਗਲਾਂ ਤੇ ਤੁਹਾਡੀ ਅਖਾਂ ਵਿੱਚ ਅਥਰੂਆਂ ਜਾਂਦੇ ਹਨ? ਹਾਂ ਨਹੀਂ ?
30. (ਗ) ਕੀ ਤੁਹਾਡੀ ਭੋਜਨ ਜਾਂ ਸ਼ਰਮੀਲਾਪਨ ਤੁਹਾਨੂੰ ਪਰੇਸ਼ਾਨੀ ਵਿੱਚ ਪਾ ਦੇਂਦਾ ਹੈ? ਹਾਂ ਨਹੀਂ ?
31. (ਕ) ਕੀ ਤੁਹਾਡੇ ਮਾਤਾ-ਪਿਤਾ ਵਿੱਚੋਂ ਕਿਸੀ ਨੇ ਅਕਸਰ ਤੁਹਾਡੇ ਆਚਰਣ ਵਿੱਚ ਦੋਸ਼ ਕੱਢਿਆ ਹੈ? ਹਾਂ ਨਹੀਂ ?
32. (ਖ) ਕੀ ਤੁਹਾਨੂੰ ਕਦੀ ਓਪਰੇਸ਼ਨ ਕਰਾਉਣਾ ਪਿਆ ਹੈ? ਹਾਂ ਨਹੀਂ ?
33. (ਗ) ਕੁੱਝ ਲੋਕਾਂ ਵਿੱਚ ਵਿਚਾਰ-ਵਿਮਰਸ਼ ਦੇ ਲਈ ਆਪਣੀ ਗੱਲ ਪੇਸ਼ ਕਰਨ ਵਿੱਚ ਤੁਸੀਂ ਬਹੁਤ ਸਚੇਤ ਹੋ ਜਾਂਦੇ ਹੋ? ਮਤਲਬ ਤੁਹਾਡਾ ਧਿਆਨ ਆਪਣੇ ਵੱਲ ਚਲਾ ਜਾਂਦਾ ਹੈ। ਹਾਂ ਨਹੀਂ ?
34. (ਘ) ਸੱਪ ਦੇਖ ਕੇ ਕੀ ਤੁਸੀਂ ਡਰ ਜਾਂਦੇ ਹੋ? ਹਾਂ ਨਹੀਂ ?
35. (ਕ) ਤੁਸੀਂ ਜਿਸ ਤਰਾਂ ਦੇ ਸਾਥੀਆਂ ਦੀ ਸੰਗਤ ਵਿੱਚ ਰਹਿੰਦੇ ਹੋ, ਉਸ ਤੇ ਕੀ ਤੁਹਾਡੇ ਮਾਤਾ-ਪਿਤਾ ਨੇ ਅਕਸਰ ਐਤਰਾਜ਼ ਕੀਤਾ ਹੈ? ਹਾਂ ਨਹੀਂ ?

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| 36. | (ਘ) | ਕੀ ਤੁਹਾਡੀ ਗਲਤੀ ਨਾ ਹੋਣ ਤੇ ਵੀ ਤੁਹਾਡੇ ਕੰਮ ਵਿੱਚ ਅਕਸਰ ਗੜਬੜੀ ਹੋ ਜਾਂਦੀ ਹੈ? | ਹਾਂ | ਨਹੀਂ | ? |
| 37. | (ਖ) | ਕੀ ਤੁਹਾਨੂੰ ਅਕਸਰ ਸਰਦੀ/ਜੁਕਾਮ ਹੋ ਜਾਂਦਾ ਹੈ? | ਹਾਂ | ਨਹੀਂ | ? |
| 38. | (ਗ) | ਦੂਜਿਆਂ ਲਈ ਯੋਜਨਾਵਾਂ ਬਣਾਉਣ ਅਤੇ ਉਨ੍ਹਾਂ ਨੂੰ ਨਿਰਦੇਸ਼ਨ ਦੇਣ ਦਾ ਤੁਹਾਨੂੰ ਅਨੁਭਵ ਹੈ? | ਹਾਂ | ਨਹੀਂ | ? |
| 39. | (ਘ) | ਕੀ ਬਿਜਲੀ ਚਮਕਣ ਨਾਲ ਤੁਸੀਂ ਘਬਰਾ ਜਾਂਦੇ ਹੋ? | ਹਾਂ | ਨਹੀਂ | ? |
| 40. | (ਕ) | ਕੀ ਤੁਹਾਡੇ ਮਾਤਾ ਜਾਂ ਪਿਤਾ ਜਲਦੀ ਹੀ ਚਿੜਚਿੜਾ ਜਾਂਦੇ ਹਨ। | ਹਾਂ | ਨਹੀਂ | ? |
| 41. | (ਖ) | ਕੀ ਤੁਹਾਨੂੰ ਅਕਸਰ “ਇਨਫਲੂਏਂਜਾ” ਹੋ ਜਾਂਦਾ ਹੈ? | ਹਾਂ | ਨਹੀਂ | ? |
| 42. | (ਘ) | ਸਕੂਲ ਵਿੱਚ ਘੱਟ ਨੰਬਰ ਆਉਣ ਤੇ ਕੀ ਤੁਸੀਂ ਅਕਸਰ ਉਦਾਸ ਹੁੰਦੇ ਰਹੋ ਹੋ? | ਹਾਂ | ਨਹੀਂ | ? |
| 43. | (ਗ) | ਕਿਸੀ ਐਸੇ ਆਦਮੀ ਤੋਂ ਜਿਸ ਨਾਲ ਮੇਲ-ਮਿਲਾਪ ਤੁਰੰਤ ਹੋਇਆ ਹੋਵੇ ਨਾਲ ਗੱਲਾਂ ਸ਼ੁਰੂ ਕਰਨ ਵਿੱਚ ਤੁਹਾਨੂੰ ਦਿੱਕਤ ਹੁੰਦੀ ਹੈ? | ਹਾਂ | ਨਹੀਂ | ? |
| 44. | (ਖ) | ਪਿੱਛਲੇ ਦੱਸ ਸਾਲਾਂ ਵਿੱਚ ਕੀ ਤੁਸੀਂ ਕਾਫੀ ਬਿਮਾਰ ਰਹੇ ਹੋ? | ਹਾਂ | ਨਹੀਂ | ? |
| 45. | (ਕ) | ਘਰ ਵਿੱਚ ਕੋਈ ਕੰਮ ਕਿਸ ਤਰ੍ਹਾਂ ਹੋਣਾ ਚਾਹੀਦਾ ਇਸ ਵਿਸ਼ੇ ਤੇ ਆਪਣੇ ਮਾਤਾ-ਪਿਤਾ ਵਿੱਚੋਂ ਕਿਸੀ ਤੋਂ ਕੀ ਤੁਹਾਨੂੰ ਅਕਸਰ ਵਿਰੋਧ ਹੋਇਆ ਹੈ? | ਹਾਂ | ਨਹੀਂ | ? |
| 46. | (ਗ) | ਕੀ ਤੁਹਾਡੇ ਪ੍ਰਸ਼ਨ ਦਾ ਜਵਾਬ ਜਾਣਦੇ ਹੋਏ ਵੀ ਪੁੱਛੇ ਜਾਣ ਤੇ ਅਕਸਰ ਇਸ ਲਟੀ ਜਵਾਬ ਨਹੀਂ ਦਿੱਤਾ ਕਿ ਤੁਸੀਂ ਕਲਾਸ ਵਿੱਚ ਹੋਰਾਂ ਦੇ ਸਾਮਣੇ ਬੋਲਣ ਤੋਂ ਘਬਰਾਉਂਦੇ ਹੋ? | ਹਾਂ | ਨਹੀਂ | ? |
| 47. | (ਖ) | ਕੀ ਤੁਸੀਂ ਅਕਸਰ ਪੇਟ ਵਿੱਚ ਹਵਾ ਭਰਨ ਨਾਲ ਪਰੇਸ਼ਾਨ ਹੁੰਦੇ ਹੋ? | ਹਾਂ | ਨਹੀਂ | ? |
| 48. | (ਕ) | ਕੀ ਤੁਹਾਡੇ ਨੇੜਲੇ ਸੇਬੇਧੀਆਂ ਵਿੱਚ ਅਕਸਰ ਘਰੇਲੂ ਝੱਗੜੇ ਹੋਇਆ ਕਰਦੇ ਹਨ? | ਹਾਂ | ਨਹੀਂ | ? |
| 49. | (ਗ) | ਜੇ ਤੁਸੀਂ ਲੜਕੇ ਹੋ ਤਾਂ ਲੜਕੀਆਂ ਨਾਲ ਅਤੇ ਜੇਕਰ ਲੜਕੀ ਹੋ ਤਾਂ ਲੜਕਿਆਂ ਨਾਲ ਕੀ ਤੁਸੀਂ ਘੁੱਲ-ਮਿਲ ਕੇ ਗੱਲਾਂ ਕਰ ਸਕਦੇ ਹੋ? | ਹਾਂ | ਨਹੀਂ | ? |
| 50. | (ਘ) | ਕੀ ਤੁਸੀਂ ਜਲਦੀ ਨਿਰ-ਉਤਸਾਹ ਹੋ ਜਾਂਦੇ ਹੋ? | ਹਾਂ | ਨਹੀਂ | ? |
| 51. | (ਖ) | ਕੀ ਤੁਹਾਨੂੰ ਅਕਸਰ ਚੱਕਰ ਆਉਂਦੇ ਹਨ? | ਹਾਂ | ਨਹੀਂ | ? |
| 52. | (ਘ) | ਕੀ ਤੁਸੀਂ ਆਪਣੇ ਕੀਤੇ ਤੇ ਅਕਸਰ ਪਛਤਾਉਂਦੇ ਹੋ? | ਹਾਂ | ਨਹੀਂ | ? |
| 53. | (ਘ) | ਜੇਕਰ ਤੁਸੀਂ ਕਿਸੀ ਜ਼ਰੂਰੀ ਪੀਤੀਭੋਜ ਵਿੱਚ ਮਹਿਮਾਨ ਰਹੇ ਹੋ ਤਾਂ ਕੋਈ ਚੀਜ਼ ਘੱਟਣ ਤੇ ਮੰਗਣ ਨਾਲੋਂ ਕੀ ਉਸ ਤੋਂ ਬਗ਼ੈਰ ਹੀ ਕੰਮ ਚਲਾ ਲੈਂਦੇ ਹੋ? | ਹਾਂ | ਨਹੀਂ | ? |
| 54. | (ਕ) | ਕੀ ਤੁਸੀਂ ਇਸ ਤਰ੍ਹਾਂ ਮਹਿਸੂਸ ਕਰਦੇ ਹੋ ਕਿ ਤੁਹਾਡੇ ਮਾਤਾ-ਪਿਤਾ ਤੁਹਾਨੂੰ ਸਿਆਣਾ ਨਾ ਸਮਝ ਪਾਉਣ ਦੇ ਕਾਰਨ ਤੁਹਾਡੇ ਨਾਲ ਬੱਚਿਆਂ ਵਾਲਾ ਵਿਵਹਾਰ ਹੀ ਕਰਦੇ ਹਨ। | ਹਾਂ | ਨਹੀਂ | ? |
| 55. | (ਘ) | ਕਿਸੀ ਵਸਤੂ ਨੂੰ ਗੋਰ ਨਾਲ ਦੇਖਣ ਤੇ ਤੁਹਾਡੀ ਅੱਖਾਂ ਤੇ ਜੋਰ ਪੈਂਦਾ ਹੈ? | ਹਾਂ | ਨਹੀਂ | ? |
| 56. | (ਘ) | ਕਿਸੀ ਉੱਚੀ ਥਾਂ ਤੇ ਖੜੇ ਹੋਣ ਤੇ ਕਦੀ ਤੁਹਾਨੂੰ ਇਹ ਡਰ ਲੱਗਦਾ ਹੈ ਕਿ ਕੀ ਤੁਸੀਂ ਥੱਲੇ ਨਾ ਕੁੱਦ ਪਵੋ? | ਹਾਂ | ਨਹੀਂ | ? |
| 57. | (ਗ) | ਜਲਸਿਆਂ ਅਤੇ ਸਭਾਵਾਂ ਵਿੱਚ ਲੋਕਾਂ ਦੇ ਸਾਹਮਣੇ ਮੰਚ ਤੇ ਆਉਣ ਦਾ ਕਦੀ ਮੌਕਾ ਮਿਲਿਆ। | ਹਾਂ | ਨਹੀਂ | ? |

58.	(ਖ)	ਸਵੇਰੇ ਉੱਠਣ ਤੇ ਕੀ ਤੁਸੀਂ ਅਕਸਰ ਆਪਣੇ-ਆਪ ਨੂੰ ਥੱਕਿਆ ਹੋਇਆ ਮਹਿਸੂਸ ਕਰਦੇ ਹੋ?	ਹਾਂ	ਨਹੀਂ	?
59.	(ਕ)	ਕੀ ਤੁਸੀਂ ਏਦਾਂ ਮਹਿਸੂਸ ਕਰਦੇ ਹੋ ਕਿ ਤੁਹਾਡੇ ਮਾਤਾ-ਪਿਤਾ ਨੇ ਤੁਹਾਡੇ ਨਾਲ ਜ਼ਰੂਰਤ ਤੋਂ ਜ਼ਿਆਦਾ ਸਖਤੀ ਕੀਤੀ ਹੈ?	ਹਾਂ	ਨਹੀਂ	?
60.	(ਘ)	ਕੀ ਤੁਸੀਂ ਬਹੁਤ ਜਲਦੀ ਗੁੱਸੇ ਵਿੱਚ ਆ ਜਾਂਦੇ ਹੋ?	ਹਾਂ	ਨਹੀਂ	?
61.	(ਖ)	ਕੀ ਤੁਹਾਨੂੰ ਅਕਸਰ ਆਪਣੇ-ਆਪ ਨੂੰ ਡਾਕਟਰ ਨੂੰ ਵਿਖਾਉਣ ਦੀ ਜ਼ਰੂਰਤ ਪੈਂਦੀ ਹੈ?	ਹਾਂ	ਨਹੀਂ	?
62.	(ਗ)	ਲੋਕਾਂ ਸਾਹਮਣੇ ਭਾਸ਼ਨ ਦੇਣ ਵਿੱਚ ਤੁਹਾਨੂੰ ਬਹੁਤ ਕਠਿਨਾਈ ਹੁੰਦੀ ਹੈ?	ਹਾਂ	ਨਹੀਂ	?
63.	(ਘ)	ਕੀ ਤੁਸੀਂ ਅਕਸਰ ਆਪਣੇ-ਆਪ ਨੂੰ ਅਸਹਾਈ ਪਾਂਦੇ ਹੋ?	ਹਾਂ	ਨਹੀਂ	?
64.	(ਕ)	ਕੀ ਤੁਹਾਡੇ ਮਾਤਾ-ਪਿਤਾ ਵਿੱਚੋਂ ਕਿਸੇ ਨੂੰ ਕੁੱਝ ਖਾਸ ਐਸੀ ਆਦਤ ਹੈ ਜਿਸ ਨਾਲ ਤੁਹਾਨੂੰ ਰੋਜ਼ ਹੁੰਦਾ ਹੈ?	ਹਾਂ	ਨਹੀਂ	?
65.	(ਘ)	ਕੀ ਤੁਸੀਂ ਆਪਣੇ-ਆਪ ਵਿੱਚ ਕਿਸੇ ਤਰ੍ਹਾਂ ਦੀ ਕਮੀ ਜਾਂ ਹੀਣਤਾ ਮਹਿਸੂਸ ਕਰਕੇ ਦੁੱਖੀ ਰਹਿੰਦੇ ਹੋ?	ਹਾਂ	ਨਹੀਂ	?
66.	(ਖ)	ਕੀ ਤੁਸੀਂ ਜ਼ਿਆਦਾਤਰ ਬਕਾਵਟ ਮਹਿਸੂਸ ਕਰਦੇ ਹੋ?	ਹਾਂ	ਨਹੀਂ	?
67.	(ਘ)	ਕੀ ਤੁਸੀਂ ਆਪਣੇ ਆਪ ਨੂੰ ਬਹੁਤ ਜਲਦੀ ਘਬਰਾਉਣ ਵਾਲਾ ਸਮਝਦੇ ਹੋ?	ਹਾਂ	ਨਹੀਂ	?
68.	(ਗ)	ਕੀ ਤੁਹਾਨੂੰ ਲੋਕਾਂ ਨਾਲ ਨਾਚ-ਰੰਗ ਵਿੱਚ ਬਹੁਤ ਮਜ਼ਾ ਆਉਂਦਾ ਹੈ?	ਹਾਂ	ਨਹੀਂ	?
69.	(ਘ)	ਕੀ ਤੁਹਾਨੂੰ ਆਪਣੀ ਸਕਲ ਸ਼ਰਤ ਕਾਰਨ ਚਿੰਤਾ ਰਹਿੰਦੀ ਹੈ?	ਹਾਂ	ਨਹੀਂ	?
70.	(ਕ)	ਕੀ ਤੁਸੀਂ ਆਪਣੀ ਮਾਤਾ ਨੂੰ ਆਪਣੇ ਪਿਤਾ ਦੇ ਮੁਕਾਬਲੇ ਵੱਧ ਪਿਆਰ ਕਰਦੇ ਹੋ?	ਹਾਂ	ਨਹੀਂ	?
71.	(ਖ)	ਕੀ ਤੁਹਾਨੂੰ ਬਦਹਜ਼ਮੀ ਦੀ ਸ਼ਿਕਾਇਤ ਰਹਿੰਦੀ ਹੈ?	ਹਾਂ	ਨਹੀਂ	?
72.	(ਗ)	ਜੇਕਰ ਤੁਹਾਨੂੰ ਕਿਸੀ ਐਸੇ ਵਿਅਕਤੀ ਤੋਂ, ਜਿਸ ਨਾਲ ਤੁਸੀਂ ਪੂਰੀ ਤਰ੍ਹਾਂ ਪਰੀਚਿਤ ਨਾ ਹੋਵੋ, ਕੋਈ ਚੀਜ਼ ਮੰਗਨੀ ਹੋਵੇ, ਤਾਂ ਕੀ ਤੁਸੀਂ ਖੁਦ ਮੰਗਨ ਨਾ ਜਾ ਕੇ ਉਸ ਵਿਅਕਤੀ ਨੂੰ ਪੱਤਰ ਲਿਖ ਕੇ ਮੰਗਨਾ ਪਸੰਦ ਕਰੋਗੇ?	ਹਾਂ	ਨਹੀਂ	?
73.	(ਘ)	ਕੀ ਤੁਸੀਂ ਜਲਦੀ ਸ਼ਰਮਾ ਜਾਂਦੇ ਹੋ?	ਹਾਂ	ਨਹੀਂ	?
74.	(ਕ)	ਘਰ ਵਿੱਚ ਸ਼ਾਂਤੀ ਰੱਖਣ ਲਈ, ਕੀ ਤੁਹਾਨੂੰ ਅਕਸਰ ਦੁੱਖ ਰਹਿਣਾ ਜਾਂ ਘਰ ਤੋਂ ਬਾਹਰ ਨਿਕਲ ਜਾਣਾ ਪੈਂਦਾ ਹੈ?	ਹਾਂ	ਨਹੀਂ	?
75.	(ਗ)	ਉਨ੍ਹਾਂ ਲੋਕਾਂ ਦੇ ਸਾਹਮਣੇ ਹੁੰਦੇ ਹੋਏ, ਜਿਨ੍ਹਾਂ ਦੀ ਤੁਸੀਂ ਪ੍ਰਸ਼ੰਸਾ ਕਰਦੇ ਹੋ, ਪਰੰਤੂ ਪੂਰੀ ਤਰ੍ਹਾਂ ਜਾਣਕਾਰ ਨਹੀਂ ਹੋ, ਕੀ ਤੁਸੀਂ ਆਪਣੇ ਬਾਰੇ ਸੋਚਣ ਲੱਗਦੇ ਹੋ?	ਹਾਂ	ਨਹੀਂ	?
76.	(ਖ)	ਕੀ ਤੁਹਾਨੂੰ ਟੈਂਸ਼ਨ ਦੀ ਬਿਮਾਰੀ ਹੈ?	ਹਾਂ	ਨਹੀਂ	?
77.	(ਘ)	ਕੀ ਤੁਹਾਨੂੰ ਇਸ ਗੱਲ ਤੋਂ ਪਰੇਸ਼ਾਨੀ ਹੁੰਦੀ ਹੈ ਕਿ ਸੰਸਾਰ ਅਸਾਰ ਹੈ?	ਹਾਂ	ਨਹੀਂ	?
78.	(ਗ)	ਕੀ ਤੁਸੀਂ ਕਦੀ-ਕਦੀ ਸਮਾਜਿਕ ਕੰਮਾਂ ਦੇ ਨੇਤਾ ਹੁੰਦੇ ਹੋ?	ਹਾਂ	ਨਹੀਂ	?
79.	(ਘ)	ਕੀ ਤੁਹਾਡੇ ਦਿਲ ਤੇ ਜਲਦੀ ਸੱਟ ਵੱਜ ਜਾਂਦੀ ਹੈ?	ਹਾਂ	ਨਹੀਂ	?
80.	(ਖ)	ਕੀ ਤੁਹਾਨੂੰ ਅਕਸਰ ਕਬਜ਼ੀ ਦੀ ਸ਼ਿਕਾਇਤ ਰਹਿੰਦੀ ਹੈ?	ਹਾਂ	ਨਹੀਂ	?

81. (ਕ) ਕੀ ਤੁਹਾਡੇ ਔਦਰ ਕਦੀ-ਕਦੀ ਪਰਿਵਾਰ ਦੇ ਮੈਂਬਰਾਂ ਪ੍ਰਤੀ ਘਿਰਣਾ ਅਤੇ ਪ੍ਰੇਮ ਦੇ ਵਿਰੋਧੀ ਭਾਵ ਇਕੱਠੇ ਆਉਂਦੇ ਹਨ? ਹਾਂ ਨਹੀਂ ?
82. (ਗ) ਜੇਕਰ ਤੁਸੀਂ ਕਿਸੀ ਸਭਾ ਵਿੱਚ ਦੇਰ ਨਾਲ ਪਹੁੰਚੋ ਤਾਂ ਕੀ ਸਾਹਮਣੇ ਵਾਲੀ ਖਾਲੀ ਕੁਰਸੀ ਤੇ ਬੈਠਣ ਨਾਲੋਂ ਖੜੋ ਰਹਿਣਾ ਜਾਂ ਉਥੋਂ ਹੱਟ ਜਾਣਾ ਪਸੰਦ ਕਰੋਗੇ? ਹਾਂ ਨਹੀਂ ?
83. (ਖ) ਕੀ ਬਚਪਨ ਵਿੱਚ ਤੁਸੀਂ ਜ਼ਿਆਦਾ ਬਿਮਾਰ ਰਿਹਾ ਕਰਦੇ ਸੀ? ਹਾਂ ਨਹੀਂ ?
84. (ਕ) ਕੀ ਮਿਥਾਇਤ ਵਿਖੇ ਭੀਜੀ ਦੇ ਘਰੇ ਤੁਸੀਂ ਇਤਿਹਾਸ ਲਿਖਦੇ ਹੋ? ਜਾਂ ਨਹੀਂ ?
85. (ਗ) ਕੀ ਤੁਸੀਂ ਜਲਦੀ ਮਿਤਰਤਾ ਕਰ ਲੈਂਦੇ ਹੋ? ਹਾਂ ਨਹੀਂ ?
86. (ਕ) ਕੀ ਆਪਣੀ ਮਾਤਾ ਨਾਲ ਤੁਹਾਡਾ ਸੰਬੰਧ ਆਮਤੋਰ ਤੇ ਔਛਾ ਰਿਹਾ ਹੈ? ਹਾਂ ਨਹੀਂ ?
87. (ਘ) ਕੀ ਤੁਸੀਂ ਇਹ ਸੋਚ ਕੇ ਪਰੇਸ਼ਾਨ ਹੁੰਦੇ ਹੋ ਕਿ ਦੂਸਰੇ ਲੋਕ ਤੁਹਾਡੇ ਮਨੋਭਾਵਾਂ ਨੂੰ ਭਾਂਪ ਲੈਂਦੇ ਹਨ? ਹਾਂ ਨਹੀਂ ?
88. (ਕ) ਕੀ ਤੁਹਾਨੂੰ ਨੱਕ ਨਾਲ ਸਾਹ ਲੈਣ ਵਿੱਚ ਅਕਸਰ ਦਿੱਕਤ ਹੁੰਦੀ ਹੈ? ਹਾਂ ਨਹੀਂ ?
89. (ਗ) ਪਾਰਟੀ ਜਾਂ ਪ੍ਰੀਤੀਭਿਜ ਵਿੱਚ ਕੀ ਤੁਸੀਂ ਅਕਸਰ ਲੋਕਾਂ ਦਾ ਧਿਆਨ ਆਪਣੀ ਵੱਲ ਖਿੱਚ ਲੈਂਦੇ ਹੋ? ਹਾਂ ਨਹੀਂ ?
90. (ਕ) ਕੀ ਤੁਹਾਡੇ ਮਾਤਾ ਜਾਂ ਪਿਤਾ ਜਲਦੀ ਕੋਧਿਤ ਹੋ ਜਾਂਦੇ ਹਨ? ਹਾਂ ਨਹੀਂ ?
91. (ਖ) ਕੀ ਤੁਹਾਡੇ ਕਦੀ-ਕਦੀ ਬਹੁਤ ਜ਼ੋਰ ਨਾਲ ਸਿਰਦਰਦ ਹੁੰਦਾ ਹੈ? ਹਾਂ ਨਹੀਂ ?
92. (ਕ) ਕੀ ਤੁਹਾਡੇ ਘਰ ਵਿੱਚ ਜਿੰਦਗੀ ਦੀ ਜ਼ਰੂਰੀ ਚੀਜ਼ਾਂ ਹਮੇਸ਼ਾ ਮਿਲਦੀਆਂ ਰਹੀਆਂ ਹਨ? ਹਾਂ ਨਹੀਂ ?
93. (ਗ) ਕੀ ਤੁਹਾਡੀ ਪਰਿਵਾਰਤੀ ਬਹੁਤ ਲੋਕਾਂ ਨਾਲ ਤਾਲਮੇਲ ਰੱਖਣ ਨਾਲੋਂ ਕੁਝ ਸਾਂਝੇ ਮਿਤਰ ਬਣਾਉਣ ਦੀ ਹੈ? ਹਾਂ ਨਹੀਂ ?
94. (ਕ) ਆਦਰਸ਼ ਪੁਰਸ਼ ਦੀ ਜੋ ਕਲਪਨਾ ਤੁਹਾਡੇ ਮਨ ਵਿੱਚ ਹੈ, ਕੀ ਤੁਸੀਂ ਆਪਣੇ ਪਿਤਾ ਨੂੰ ਉਸ ਦੇ ਅਨੁਰੂਪ ਸਮਝਦੇ ਹੋ? ਹਾਂ ਨਹੀਂ ?
95. (ਖ) ਕੀ ਤੁਸੀਂ ਇਹ ਸੋਚ ਕੇ ਪਰੇਸ਼ਾਨ ਹੁੰਦੇ ਹੋ ਕਿ ਰਸਤੇ ਵਿੱਚ ਲੋਕ ਤੁਹਾਡੇ ਵੱਲ ਦੇਖ ਰਹੇ ਹਨ? ਹਾਂ ਨਹੀਂ ?
96. (ਖ) ਕੀ ਤੁਹਾਡਾ ਵਜਨ ਜਿਨ੍ਹਾਂ ਹੋਣਾ ਚਾਹੀਦਾ ਹੈ, ਉਸ ਤੋਂ ਕਾਫੀ ਘੱਟ ਹੈ? ਹਾਂ ਨਹੀਂ ?
97. (ਕ) ਕੀ ਤੁਹਾਡੇ ਮਾਤਾ-ਪਿਤਾ ਵਿੱਚੋਂ ਕਿਸੀ ਨੇ ਤੁਹਾਡੀ ਸਕਲ-ਸੂਰਤ ਦੀ ਆਲੋਚਨਾ ਕੀਤੀ ਹੈ, ਜਿਸਦੇ ਕਾਰਨ ਤੁਹਾਨੂੰ ਦੁਖ ਪਹੁੰਚਿਆ ਹੈ? ਹਾਂ ਨਹੀਂ ?
98. (ਘ) ਆਪਣੀ ਆਲੋਚਨਾ ਸੁਣ ਕੇ ਕੀ ਤੁਸੀਂ ਬੜੇ ਪ੍ਰੇਸ਼ਾਨ ਹੋ ਜਾਂਦੇ ਹੋ? ਹਾਂ ਨਹੀਂ ?
99. (ਗ) ਜੇਕਰ ਤੁਹਾਨੂੰ ਭੀੜ ਵਿੱਚੋਂ ਉਠ ਕੇ ਜਾਣ ਦੀ ਅਨੁਮਤੀ ਲੈਣੀ ਹੋਵੇ ਤਾਂ ਕੀ ਤੁਹਾਨੂੰ ਭਿੱਜਕ ਹੋਵੇਗੀ? ਹਾਂ ਨਹੀਂ ?
100. (ਖ) ਕੀ ਤੁਹਾਨੂੰ ਚਸ਼ਮਾ ਲਗਾਉਣਾ ਪੈਂਦਾ ਹੈ? ਹਾਂ ਨਹੀਂ ?
101. (ਘ) ਕੀ ਤੁਹਾਡੇ ਦਿਮਾਗ ਵਿੱਚ ਕੋਈ ਬੇਕਾਰ ਗੱਲ ਆ ਕੇ ਪ੍ਰੇਸ਼ਾਨ ਕਰਦੀ ਹੈ? ਹਾਂ ਨਹੀਂ ?
102. (ਕ) ਦੱਸ ਤੋਂ ਪੰਦਰਾਂ ਸਾਲ ਦੀ ਉਮਰ ਦੇ ਵਿੱਚ ਕੀ ਤੁਹਾਡੇ ਮਾਤਾ-ਪਿਤਾ ਨੇ ਅਕਸਰ ਤੁਹਾਨੂੰ ਸਜਾ ਦਿੱਤੀ ਹੈ? ਹਾਂ ਨਹੀਂ ?

- | | | | | |
|----------|---|-----|------|---|
| 103. (ਗ) | ਕਿਸੇ ਅਧਿਆਪਕ ਦੇ ਤੁਹਾਡੇ ਘਰ ਅਚਾਨਕ ਆ ਜਾਣ ਤੇ ਕੀ ਤੁਸੀਂ ਘਬਰਾ ਜਾਂਦੇ ਹੋ? | ਹਾਂ | ਨਹੀਂ | ? |
| 104. (ਖ) | ਕੀ ਤੁਹਾਨੂੰ ਆਪਣੀ ਤੰਦੂਰਸਤੀ ਤੇ ਧਿਆਨ ਦੇਣਾ ਪੈਂਦਾ ਹੈ? | ਹਾਂ | ਨਹੀਂ | ? |
| 105. (ਘ) | ਕੀ ਤੁਸੀਂ ਜਲਦੀ ਘਬਰਾ ਜਾਂਦੇ ਹੋ? | ਹਾਂ | ਨਹੀਂ | ? |
| 106. (ਕ) | ਆਪਣੀ ਜੀਵਿਕਾ ਦੇ ਬਾਰੇ ਮਾਤਾ-ਪਿਤਾ ਦੇ ਨਾਲ ਤੁਹਾਡਾ ਮੱਤ-ਭੇਦ ਹੋਇਆ ਹੈ? | ਹਾਂ | ਨਹੀਂ | ? |
| 107. (ਗ) | ਕੀ ਕਿਸੇ ਅਧਿਆਪਕ ਨਾਲ ਘੱਲ-ਘੱਲ ਹੁੰਦੇ ਕਰਨ ਵਿੱਚ ਤੁਹਾਨੂੰ ਕਠਿਨਾਈ ਹੁੰਦੀ ਹੈ? | ਹਾਂ | ਨਹੀਂ | ? |
| 108. (ਘ) | ਅਧਿਆਪਨਕ ਅਨੁਭਵ ਕੀ ਤੁਹਾਨੂੰ ਬਹੁਤ ਦੇਰ ਤੱਕ ਚਿੰਤਿਤ ਕਰੀ ਰੱਖਦੇ ਹਨ? | ਹਾਂ | ਨਹੀਂ | ? |
| 109. (ਖ) | ਕੀ ਤੁਸੀਂ ਬਿਮਾਰੀ ਕਾਰਨ ਸਕੂਲ ਤੋਂ ਅਕਸਰ ਅਨੁਪਸਥਿਤ ਰਹਿੰਦੇ ਹੋ? | ਹਾਂ | ਨਹੀਂ | ? |
| 110. (ਘ) | ਕੀ ਤੁਸੀਂ ਕਦੀ ਕਿਸੀ ਚੀਜ਼ ਤੋਂ ਬਹੁਤ ਡਰ ਗਏ ਹੋ ਜਿਸਦੇ ਬਾਰੇ ਵਿੱਚ ਤੁਸੀਂ ਜਾਣਦੇ ਹੋ ਕਿ ਤੁਹਾਨੂੰ ਕੋਈ ਹਾਣੀ ਨਹੀਂ ਹੋ ਸਕਦੀ? | ਹਾਂ | ਨਹੀਂ | ? |
| 111. (ਕ) | ਕੀ ਤੁਹਾਡੇ ਮਾਤਾ-ਪਿਤਾ ਵਿੱਚੋਂ ਕੋਈ ਬਹੁਤ ਘਬਰਾ ਜਾਣ ਵਾਲਾ ਹੈ? | ਹਾਂ | ਨਹੀਂ | ? |
| 112. (ਗ) | ਕੀ ਤੁਸੀਂ ਸਮਾਜਿਕ ਉਤਸਵ ਜਾਂ ਮਨੋਰੰਜਕ ਸਮਾਗਨਾਂ ਵਿੱਚ ਭਾਗ ਲੈਣਾ ਪਸੰਦ ਕਰਦੇ ਹੋ? | ਹਾਂ | ਨਹੀਂ | ? |
| 113. (ਘ) | ਕੀ ਇਨ੍ਹਾਂ ਕਿਸੇ ਖਾਸ ਕਾਰਨ ਦੇ ਤੁਹਾਡੀ ਮਨੋਦਸ਼ਾ ਵਿੱਚ ਪਰਿਵਰਤਨ ਹੁੰਦਾ ਰਹਿੰਦਾ ਹੈ? | ਹਾਂ | ਨਹੀਂ | ? |
| 114. (ਖ) | ਕੀ ਤੁਹਾਡੇ ਕੁਝ ਦੋਸਤਾਂ ਨੂੰ ਇਲਾਜ ਦੀ ਜ਼ਰੂਰਤ ਹੈ? | ਹਾਂ | ਨਹੀਂ | ? |
| 115. (ਗ) | ਕਲਾਸ ਵਿੱਚ ਕੋਈ ਚੀਜ਼ ਜੁਬਾਨੀ ਸੁਨਾਉਂਦੇ ਵਕਤ ਕੀ ਤੁਸੀਂ ਬਹੁਤ ਆਤਮ-ਸੁਚੇਤ ਹੋ ਜਾਂਦੇ ਹੋ ਯਾਨਿ ਤੁਹਾਡਾ ਧਿਆਨ ਆਪਣੇ ਵੱਲ ਚਲਿਆ ਜਾਂਦਾ ਹੈ? | ਹਾਂ | ਨਹੀਂ | ? |
| 116. (ਕ) | ਕੀ ਤੁਹਾਡੇ ਮਾਤਾ-ਪਿਤਾ ਵਿੱਚੋਂ ਕਿਸੇ ਨੇ ਤੁਹਾਡੇ ਤੇ ਹੱਦ ਨਾਲੋਂ ਜ਼ਿਆਦਾ ਹਕੂਮਤ ਕੀਤੀ ਹੈ? | ਹਾਂ | ਨਹੀਂ | ? |
| 117. (ਘ) | ਕੀ ਅਕਸਰ ਤੁਹਾਡੇ ਮਨ ਵਿੱਚ ਕੁੱਝ ਭਾਵ ਇਸ ਤਰ੍ਹਾਂ ਦੇ ਉਠਦੇ ਹਨ ਕਿ ਤੁਹਾਨੂੰ ਨੀਂਦ ਨਹੀਂ ਆ ਪਾਉਂਦੀ? | ਹਾਂ | ਨਹੀਂ | ? |
| 118. (ਕ) | ਕੀ ਤੁਸੀਂ ਅਕਸਰ ਏਦਾਂ ਮਹਿਸੂਸ ਕੀਤਾ ਹੈ ਕਿ ਤੁਹਾਡੇ ਮਾਤਾ ਜਾਂ ਪਿਤਾ ਤੁਹਾਨੂੰ ਸਮਝ ਨਹੀਂ ਪਾਏ? | ਹਾਂ | ਨਹੀਂ | ? |
| 119. (ਕ) | ਕਲਾਸ ਵਿੱਚ ਕੋਈ ਚੀਜ਼ ਸੁਨਾਉਣ ਲਈ ਆਪਣਾ ਨਾਮ ਦੇਣ ਵਿੱਚ ਕੀ ਤੁਹਾਨੂੰ ਹਿਚਕਿਚਾਹਟ ਹੁੰਦੀ ਹੈ? | ਹਾਂ | ਨਹੀਂ | ? |
| 120. (ਘ) | ਹਨੇਰੇ ਵਿੱਚ ਇਕੱਲੇ ਰਹਿਣ ਤੇ ਕੀ ਤੁਹਾਨੂੰ ਡਰ ਲਗਦਾ ਹੈ? | ਹਾਂ | ਨਹੀਂ | ? |
| 121. (ਖ) | ਕੀ ਤੁਹਾਨੂੰ ਕਦੀ ਚਰਮ-ਰੋਗ ਹੋਇਆ ਹੈ, ਜਿਵੇਂ ਕਾਰਬੋਨਲ, ਫੋਤੇ-ਫੁੱਸੀ ਜਾਂ ਖੁਜਲੀ ਆਦਿ? | ਹਾਂ | ਨਹੀਂ | ? |
| 122. (ਕ) | ਕੀ ਤੁਸੀਂ ਏਦਾਂ ਮਹਿਸੂਸ ਕੀਤਾ ਹੈ ਕਿ ਤੁਹਾਡੇ ਨਾਲੋਂ ਤੁਹਾਡੇ ਦੋਸਤਾਂ ਦਾ ਪਾਰਵਾਰਿਕ ਜੀਵਨ ਜ਼ਿਆਦਾ ਸੁੰਦਰ ਹੈ? | ਹਾਂ | ਨਹੀਂ | ? |
| 123. (ਖ) | ਕੀ ਤੁਹਾਡਾ ਸਰਦੀ-ਜੁਕਾਮ ਜਲਦੀ ਠੀਕ ਨਹੀਂ ਹੁੰਦਾ? | ਹਾਂ | ਨਹੀਂ | ? |
| 124. (ਗ) | ਜਦੋਂ ਕਮਰੇ ਦੇ ਅੰਦਰ ਬੈਠ ਕੇ ਕੁਝ ਲੋਕ ਆਪਸ ਵਿੱਚ ਗੱਲਬਾਤ ਕਰ ਰਹੇ ਹੋਣ, ਤਾਂ ਉਸ ਕਮਰੇ ਵਿੱਚ ਪ੍ਰਵੇਸ਼ ਕਰਦੇ ਸਮੇਂ ਕੀ ਤੁਹਾਨੂੰ ਹਿਚਕਿਚਾਹਟ ਹੁੰਦੀ ਹੈ ? | ਹਾਂ | ਨਹੀਂ | ? |

ਕਿਰਪਾ ਕਰਕੇ ਹੇਠ ਲਿਖੀ ਸੂਚਨਾਵਾਂ ਜ਼ਰੂਰ ਦੇਵੋ

ਲਿੰਗ

ਉਮਰ

ਵਿੱਦਿਅਕ ਯੋਗਤਾਵਾਂ

ਅਹਦਾ

ਕੁੱਲ ਤਜਰਬਾ

ਹਾਸਿਲ ਕੀਤੀਆਂ ਪ੍ਰਮਾਣਾਂ ਦੀ ਗਿਣਤੀ

ਮੌਜੂਦਾ ਅਹੁਦੇ ਤੇ ਤਜਰਬਾ

ਮੁਨਾਜ਼ਰਾ (ਬਸਿਕ)

(ਗਰੇਸ)

ਪਰਿਵਾਰ (ਸਮੁਕਤ ਇਕਲਾ)

ਡਿਪੈਰਟਮੈਂਟ ਦੀ ਗਿਣਤੀ

ਸਾਦੀਸ਼ੁਦਾ ਜਾਂ ਗਰ-ਸਾਦੀਸ਼ੁਦਾ

ਕੰਮ ਕਰਨ ਦੀ ਥਾਂ

ਜੇਕਰ ਤੁਸੀਂ ਆਪਣੇ ਬਾਰ ਅਤੇ ਆਪਣੀ ਨੌਕਰੀ ਕੰਮ ਬਾਰੇ ਕੋਈ ਸਚਨਾ ਦੱਸੀ ਚਾਹੁੰਦੇ ਹੋ, ਤਾਂ ਏਥੇ ਲਿਖੋ

APPENDIX-VII

Please furnish the following information:

Sex Age

Qualifications

Designation

Total Experience

No. of promotion earned

Experience in the present position

Salary (Basic) Gross

Family (joint/nuclear) No. of dependence

Marital Status Place of Work

If you want to give some information regarding yourself and your job,
please do write here:

Thank you very much

APPENDIX - VIII

Prof. Shamim A. Ansari
CHAIRMAN



DEPARTMENT OF PSYCHOLOGY
ALIGARH MUSLIM UNIVERSITY
ALIGARH-202 002 (U. P.) INDIA
PHONES : Internal Off.-348 & 349
External Res.-705076

Dated 5th Jan 2005

To Whom It May Concern

This is to certify that Dr. Shah Alam is a Lecturer in Psychology (W.C) and he has been recently awarded a project from UGC, New Delhi on the problem entitled "Influence of Job related need deficiency and job stressors on adjustment; A study of Police Personnel across various hierarchical Levels."

In this regard he has to collect data from police personnel of various hierarchy. Since, it is a very important work which he has to complete, hence, it is requested from relevant competent authorities to allow him for the same. It is also important mention to here that this work can't be completed without your help therefore, your corporation in this regard will be instrumental in the accomplishment of this task.

A handwritten signature in black ink, appearing to be "Shamim", written over a horizontal line.

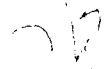
(Prof. Shamim A. Ansari)

समस्त थाना प्रभारी / शाखा प्रभारी,
जनपद अलीगढ़ ।

डा० शाह आलम, प्रवक्ता मनोविज्ञान विभाग, अलीगढ़ मुस्लिम विश्वविद्यालय
अलीगढ़ द्वारा पुलिस कर्मचारियों के सम्बन्ध में शोध किया जा रहा है जिसके
लिए इन्हें कतिपय सूचनाओं की आवश्यकता है।

अतः आपको निर्देशित किया जाता है कि डा० शाह आलम को पश्नगत
शोध कार्य में अपेक्षित सहयोग प्रदान करना सुनिश्चित करें।

संख्या-एसएसपी-पीआरओ-2005
दिनांक- 8.4.2005


{ बी०के०मौर्य }
वरिष्ठ पुलिस अधीक्षक
अलीगढ़ ।

प्रतिलिपि : प्रो० शमीम अहमद अन्सारी, अध्यक्ष, मनोविज्ञान विभाग
ए०एम०यू० अलीगढ़ को सूचनार्थ प्रेषित है।

No.

/Estt.

OFFICE OF THE INSPECTOR GENERAL OF POLICE,
PATIALA ZONE, PATIALA.

Dated: Patiala, the

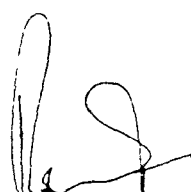
To

The Senior Superintendents of Police,
Patiala, Barnala, Sangrur, Fatehgarh Sahib,
Ludhiana, Khanna, Jagraon and Ropar.

Memo

Dr. Shah Alam, Lecturer in Psychology in Aligarh Muslim University, Aligarh, has requested for data on GOs, NGOs and ORs to access on the job and out of the job stressors. Please depute one GO, three NGOs and five ORs from each district to assemble at Conference Hall, Patiala on 11.05.2005 at 10:00 a.m. Dr. Kaustubh Sharma, IAS, SP(City), Patiala will ensure necessary liaison. His phone numbers are:

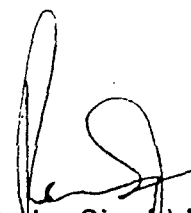
Office : 0175-2311129
Residence : 0175-2209133
Mobile : 98158-00407


(Rajinder Singh) IPS
Inspector General of Police,
Patiala Zone, Patiala.

Endst. No. 4765 /Estt.

Dated: Patiala, the 2.5.2005

✓ A copy of the above is forwarded to Dr. Shah Alam, Lecturer in Psychology, Department of Psychology, Aligarh Muslim University, Aligarh (U.P.) for his information that he may contact SP (City), Patiala on the aforesaid phone numbers and be available on the given time.


(Rajinder Singh) IPS
Inspector General of Police,
Patiala Zone, Patiala